

July 1, 2002

Honorable City Council
City of Mountain View

FISCAL YEAR 2002-03 ADOPTED OPERATING BUDGET

Honorable Mayor Lieber and Members of the Council:

I am pleased to present to you the Adopted Operating Budget for the City of Mountain View for the fiscal year beginning July 1, 2002 and ending June 30, 2003. This document contains changes for all City operations adopted by City Council for the 2002-03 fiscal year. The Fiscal Year 2002-03 budget document is divided into five sections:

1. Introduction—includes a summary of the City's overall financial plan;
2. Department Budgets—includes operating plans for all City departments;
3. Statistical Section—includes statistical information about the City;
4. Fund Schedules—includes adopted budgets for all funds; and
5. Five-Year Forecast—includes the General Operating Fund revenue and expenditure forecast.

This budget and the documents that accompany it have been prepared in accordance with Section 1103 of the City Charter, the State Constitutional limit on the proceeds of taxes and all applicable regulations.

OVERVIEW

The City will face significant challenges and economic uncertainty in Fiscal Year 2002-03. Following several years of rapid revenue growth, Fiscal Year 2001-02 revenues dropped substantially due to the economic slowdown and corresponding decreases in construction activity and increases in office vacancies. Fiscal Year 2001-02 General Operating Fund unaudited actual revenues are approximately \$4.9 million below the Adopted Budget. The Economic Stabilization Contingency, increased in the Fiscal Year 2001-02 budget to \$5.6 million due to growing economic uncertainty,

absorbed the revenue decline without having to resort to midyear budget reductions. Unfortunately, it appears revenues for Fiscal Year 2002-03 would continue to decline if it were not for additional revenues recommended in the budget restructuring proposals.

The Adopted General Operating Fund Budget for Fiscal Year 2002-03 responds to diminished revenues by making some adjustments to the financial structure of the budget and reducing operating expenditures with the objective of avoiding noticeable service level reductions to the public to the greatest extent possible. A funding shortfall exists between available revenues and necessary expenditures to maintain the current level of service.

The Adopted Budget not only addresses this projected shortfall but also balances the budget with a projected positive ending balance. At a study session on April 1, 2002, staff presented the strategy and measures being considered to balance the Fiscal Year 2002-03 budget and received Council's input on the acceptability of these proposals. The Adopted Budget reflects those strategies.

The State budget deficit is a major concern as we work to adjust to our own General Operating Fund budget challenges. At the time this budget was adopted, the State's budget for Fiscal Year 2002-03 was facing an estimated shortfall of between \$22.0 billion and \$24.0 billion. How the State will deal with this issue and whether local government revenues will be negatively impacted is not known at this time but is becoming an increasing concern.

Significant special funds, Revitalization Authority, Shoreline Golf Links and Shoreline Regional Park (North Bayshore) Community Funds are generally in good financial condition. The Revitalization Authority Fund has sufficient projected revenues to recommence loan payments to the General Fund and support a future bond issue to assist with funding additional public parking in the downtown area. Major renovations have been completed at Shoreline Golf Links, rounds of play have increased and revenues are higher than budgeted. The Shoreline Regional Park Community continues to generate sufficient tax increment revenues to meet ongoing operations and capital needs; although with increased vacancies of commercial/industrial space, property tax increment revenue may decline in the near term.

The utility funds are generally in stable financial condition with the exception of the Wastewater Fund, although revenues have declined in all utility funds as a result of the economic slowdown. While not necessary to balance revenues and expenditures, a 3.0 percent rate increase is approved for the Water Fund in order to continue the

strategy of implementing smaller incremental rate increases. This strategy would avoid larger, more significant increases due to the San Francisco Water Department (SFWD) increases in wholesale water costs for capital improvements to the Hetch-Hetchy system and would fund the City's own water capacity expansion. A more significant rate adjustment of 8.0 percent is approved to reduce the operating deficit in the Wastewater Fund, and there is no rate increase for the Solid Waste Management Fund.

The Adopted Budget continues the City's commitment to infrastructure repair and replacement and includes significant funding for the first year of the Five-Year Capital Improvement Program. This Program includes new projects that are high priorities to the Council and the community. The Adopted Budget also includes investments in capital outlay and equipment replacement. Priority is given to equipment that improves employee safety and efficiency.

The General Operating Fund has faced financial challenges in the past and has emerged from difficult economic conditions stronger. The prospect of a new hotel and other initiatives that will strengthen the City's economic base offer hope that our current revenue difficulties will not be long term in nature. If the State can resolve its budget shortfall without negatively impacting local revenues, it is anticipated that the City will be able to successfully manage its way out of this slowdown. If State actions result in the taking of local revenues, the future of the City's ability to balance the budget without significant service level impacts looks much less certain.

The Fund Schedule Section of this budget presents the City's financial picture in detail. Following this letter are Exhibits 1 and 2, which detail revenues and expenditures for the Fiscal Year 2000-01 (audited actual), Fiscal Year 2001-02 (adopted and unaudited actual) and Fiscal Year 2002-03 (adopted) for the General Operating Fund and other funds.

MAJOR ACCOMPLISHMENTS IN FISCAL YEAR 2001-02

City Attorney's Office

- Adopted a new wood smoke ordinance regulating wood-burning fireplaces in new construction.
- Began review of possible amendments to the Heritage Tree Ordinance.
- Completed additions to the City's Tobacco Control Ordinance and heightened enforcement.

City Manager's Office

- Completed the Community Child-Care Center Feasibility Analysis in cooperation with the Mountain View-Los Altos Community Child-Care Task Force and began developing program parameters for a child-care center.
- Began review and analysis of Census 2000 data.
- Undertook a review of mobile home park issues through a City Council ad hoc committee.
- Assisted and monitored the successful transition of the Day Worker's Center to a property at California Street and Escuela Avenue.
- Began developing preliminary workforce housing assistance initiatives in cooperation with school districts.
- Completed a detailed review and comment process leading to a City Council position statement on NASA's "Ames Development Plan" environmental documentation.
- Planned and implemented three Centennial Celebration events in conjunction with the Centennial Committee.
- Completed an analysis of traffic and pedestrian flow conditions at Shoreline Amphitheatre.
- Began participation in the Children and Families First Commission's North County Regional Partnership for planning and implementing early childhood development programs.
- Implemented City web site improvements and achieved more than 15,000 unique visitors per week to the web site.
- Continued successful community outreach programming, including implementing a Community Emergency Response Team course in Spanish.
- Began a City-wide facilities survey for Americans with Disabilities Act accessibility compliance.

- Completed a detailed review and comment process leading to a City Council position statement on the Navy's Site 25 Wetlands Remediation Plan at Moffett Federal Airfield.
- Received City Council authorization for a Youth Resources Manager position and began recruitment.

Employee Services Department

- Began review of retiree health plan issues in conjunction with the retiree health plan discussion group.
- Implemented expanded training and organizational development programs to enhance skills and services of over 250 City employees.

Finance and Administrative Services Department

- Awarded AAA credit rating by Standard and Poor's.
- Received numerous awards for comprehensive annual financial report and budget documents and procurement practices.

Community Development Department

- Completed the draft Housing Element.
- Adopted revisions to the Commercial Zoning District section of the Zoning Ordinance.
- Completed processing a proposed amendment to the Americana Center Precise Plan.
- Implemented a Housing Impact Fee.
- Completed project design, development review, lease agreement and City Council approval of the Efficiency Studios project.
- Implemented an Interim Historic Preservation Ordinance.

- Developed a new Conditional Use Permit Ordinance addressing changes of use for downtown.
- Finalized the conceptual plan for a second downtown parking structure.
- Received awards for transit-oriented development from the American Planning Association and the California Local Government Commission, and was selected for the Physical Fitness of Cities Exhibition at the 2002 Winter Olympics.
- Completed development of and began implementing a downtown retail recruitment strategy.
- Finalized the work plan for Phase II of the Downtown Precise Plan update.
- Issued Request for Proposals and received three proposals for the Charleston East Hotel/Conference Center site.
- Initiated review of the City's economic development strategy.
- Completed implementation of the E-Permits on-line permit application and inspection scheduling program.
- Completed private development and design review and building permits for numerous residential and commercial developments, including three significant downtown commercial buildings, totaling over \$118 million in construction valuation.

Public Works Department

- Completed the Adobe Building Renovation project.
- Completed construction of Fire Station No. 2.
- Completed construction of El Camino Real Median Renovation, Phases I and II (from Crestview Drive to El Monte Avenue).
- Completed construction of the Miramonte Water Main Replacement project.
- Began construction of Centennial Plaza.

- Began construction of Evelyn Avenue Improvements, Phase II, between Stevens Creek and Pioneer Way.
- Began developing a master plan for the Senior Center site, including a potential child-care center location.
- Began design for Evelyn Avenue Improvements, Phase III, between Pioneer Way and Bernardo Avenue.
- Began feasibility study and environmental review for Stevens Creek Trail, Reach 4, Segment 2, from Yuba Drive to Mountain View High School.
- Began environmental review for the Miramonte Reservoir addition.
- Participated in regional efforts, through the Bay Area Water Users Association, to advocate for seismic upgrades to the Hetch-Hetchy water system.
- Began the Rengstorff Avenue Railroad Grade Separation Feasibility Study.
- Attained landfill waste diversion rate of 52 percent (exceeding the State's goal).
- Achieved major energy savings through conservation efforts.
- Completed a feasibility study for a landfill electricity generation facility.
- Continued coordination with the Valley Transportation Authority on design and construction of the Highway 85/Highway 101 interchange improvements.
- Began developing business terms and agreements with the Mountain View-Whisman School District for additional water storage at Graham Middle School and concurrently began developing a Request For Proposals for this project.
- Continued work with the Community School of Music and Arts regarding construction of a new campus, including approval of a new financing plan and amendments to the Disposition and Development Agreement and Ground Lease.
- Completed installation of three new traffic signals.
- Completed digitization of Utility Maps and transfer into GIS, and began field verification of data.

- Resolved Sleeper, Bonita and Alice Avenue neighborhood traffic issues by working with these neighborhoods through the Neighborhood Traffic Management Program.
- Began implementing components (customer service, streets, utility and storm systems, and fleet management) of Computerized Maintenance Management System.
- Completed design and began construction of a new water well.
- Completed construction of the Cuesta Park Playground.
- Completed construction of the Shoreline Park Sailing Scow Play Structure.
- Began construction of Stevens Creek Trail, Reach 4, Segment 1 (from Dana Street to Yuba Drive).
- Began design for the Hetch-Hetchy Trail between Whisman Road and Easy Street.
- Completed preschematic design for the new Community Center building.

Community Services Department

- Adopted an updated Parks and Open Space Plan.
- Continued the review of Del Medio area neighborhood park location options.
- Began research regarding potential locations for a BMX bicycle park.
- Attained "Tree City USA" designation.
- Conducted a Center for the Performing Arts' 10th Anniversary Celebration.
- Completed a vendor search for the Center for the Performing Arts Café and began lease negotiations.
- Achieved the highest ever participation at Shoreline Golf Links with more than 78,000 rounds of golf.

- Conducted the Sixth Annual Mayor's Youth Conference.
- Received the Centennial Medallion Award for Charleston Park from the American Society of Landscape Architects, designating it as one of the best 100 parks in the last 100 years for outstanding landscape architecture.

Library Services Department

- Completed a library collection development plan for materials selection and maintenance and acquired two new collections (books on CD and DVDs).
- Completed the Historical Photo Collection Digitization project, with historical photos now available through the Library's online catalog.
- Completed the community input phase of the Library's strategic plan development.

Police Department

- Completed Police Department reaccreditation evaluation and initiated a State-wide Police Accreditation Coalition.
- Developed a policy on Bias-Free Policing and initiated demographic data collection on vehicle stops.
- Completed the first year of the Police Department's Youth Intervention and Education for Life-Long Decision-Making (YIELD) Program.
- Continued successful implementation of the Police Department's Youth Services Unit through School Resource Officers, the Dreams and Futures program and Child Abuse Investigators.
- Completed the first year of False Alarm Reduction Effort, resulting in a 36 percent reduction in false alarms since January 1, 2002.
- Successfully completed the first year of the Handicap Area Parking Patrol, utilizing police volunteers to enforce handicap parking violations and proper signage.

MAJOR GOALS FOR FISCAL YEAR 2002-03

The City will address a number of important issues and undertake significant projects during Fiscal Year 2002-03. These goals will require a substantial effort in order to be successfully accomplished. The following goals are viewed as the most significant:

- **Community Center**

Progress continues to be made on the Community Center project. Size and floor plan decisions have been made by the City Council, and exterior design concepts are currently under review. The final design process will commence as soon as an exterior design concept is approved. It is anticipated that during Fiscal Year 2002-03, the design will be completed, and the project will be ready to bid by the end of the fiscal year.

- **Centennial Plaza**

The Centennial Plaza, including the recreation of Mountain View's 1888 Southern Pacific train depot, is under construction. The project is on schedule to be substantially complete for dedication on the City's Centennial, November 7, 2002.

- **Centennial Committee/Celebration**

The City's Centennial Celebration will continue under the auspices of the Centennial Planning Committee into Fiscal Year 2002-03. Three events have already been held, and the major event, the actual Centennial Celebration, will be held on November 7, 2002.

- **Downtown Parking Structure**

The City Council authorized staff to proceed with a downtown parking structure project prior to the end of Fiscal Year 2001-02. Design and bond financing for the project will be fully under way during Fiscal Year 2002-03. It is anticipated this project could be out to bid by the end of Fiscal Year 2002-03 or early in the following fiscal year.

- **Charleston East Hotel Project**

Completion of the selection process, as well as the negotiation of business terms with a selected developer/operator, could be a major project for Fiscal Year 2002-03, if it is determined that market conditions are reasonably favorable to proceed. This project could be deferred until the subsequent fiscal year if more time is needed to allow the hotel market to recover from the impact of the economic downturn.

- **Efficiency Studios Housing Project**

With the approval by the City Council of the lease of City-owned property and planning approvals for this project, the efficiency studios housing project at the San Antonio Loop site is poised to proceed once tax-exempt bond financing is attained. The City will assist Charities Housing in its attempt to obtain the required financing. This long-planned-for project could proceed to construction during Fiscal Year 2002-03 depending on the financing schedule.

- **Ames Development Plan**

A major project during Fiscal Year 2001-02, which will continue into Fiscal Year 2002-03, is the City's monitoring and input regarding the Ames Development Plan. This major redevelopment of Moffett Field properties has both the potential for very positive community and regional benefit, while also presenting some substantial challenges from an environmental impact perspective. Staff will continue to carefully monitor and participate in the process to ensure that Mountain View's perspective is adequately represented.

- **Downtown Initiatives**

The downtown area continues to be a major focal point for City attention. There are a number of initiatives that will continue and/or commence during Fiscal Year 2002-03, including the following:

- Downtown retail recruitment project.
- Potential acquisition of strategic downtown properties.
- Phase II of the Downtown Precise Plan.

- **Water Master Plan Projects**

Work on a very ambitious list of Water Master Plan projects will continue during Fiscal Year 2002-03. These projects include:

- Completion of the Shoreline/Miramonte water main replacement project.
- Miramonte Reservoir project.
- Graham Reservoir project.
- Evelyn Avenue water well construction.

- **Youth Initiatives**

Services to youth continues to be a major priority for the City Council. This next fiscal year will provide an opportunity to build on many of the improvements of past years through the work of a new Youth Services Manager. This position will also allow for an increased focus on community child-care issues. The City will continue to look for ways to improve these programs and to effectively coordinate with other public and private agencies who provide youth services.

- **Stevens Creek Trail, Reach 4**

The next segment of Stevens Creek Trail (Reach 4, Segment 1) is under construction and will be completed during this next fiscal year. This section extends the trail from Landels School to Yuba Drive.

The next planned section, Reach 4, Segment 2, will be completing its environmental review process during Fiscal Year 2002-03. At the end of that process, longer-term planning can commence in regard to sequencing and financing.

- **Evelyn Avenue Improvement Project**

The Evelyn Avenue reconstruction project was divided into three phases. The first phase (between Castro Street and Stevens Creek) was completed in 2000. The second phase (from Stevens Creek to Pioneer Way) is currently under construction. This phase will be completed during Fiscal Year 2002-03. Also occurring during Fiscal Year 2002-03 is the continuing work to prepare for the Phase III construction, which is anticipated to commence in Fiscal Year 2003-04.

- **Senior Center Master Plan/Child-Care Center/Intergenerational Center**

The City Council has recently authorized a master planning process to develop an overall site master plan for the Senior Center property and will extend the area of evaluation to the location of the new Community Center. This planning process commenced during Fiscal Year 2001-02 and will continue through the first part of Fiscal Year 2002-03. The intent is to look comprehensively at this entire area in order to determine the best way to site a new Senior Center as well as a child-care center and potentially a senior day-care facility. This is a significant project from the perspective of determining how to most effectively utilize existing property to maintain and/or expand open space while evaluating potential locations for facilities that can then be phased as priority and funding dictate.

- **Budget/Fiscal Monitoring**

The rapid and significant change in economic conditions experienced over the last year has made ongoing budget monitoring and revenue evaluation an even more critical issue. It is quite likely the City may need to make some midyear adjustments to the Fiscal Year 2002-03 budget depending on how actual economic performance develops over the next several months. The City also faces the continuing threat of State budget actions that could significantly affect the City's budget. Increased focus and attention to budget monitoring and related issues will be required until the local economy stabilizes.

- **Other Significant Goals**

Other significant goals for this next fiscal year include the following:

- Highway 85/101/Shoreline Boulevard interchange (coordination with the Valley Transportation Authority).
- Employee housing initiatives.
- Historic Preservation Ordinance development.
- Economic Development Strategy update.
- Hetch-Hetchy water system improvements/governance issues.

- Employee recruitment and retention initiatives.
- Heritage Tree Ordinance update.
- Library strategic plan.
- Strategic property acquisitions/"leveraging" of City-owned properties.
- Fiscal Year 2003-04 budget development.
- Acquire property in the Del Medio neighborhood for a neighborhood park.
- Continue a review of the Shoreline Regional Park Community financial structure.
- Retirees' Health Insurance Program evaluation.
- Fiscal Year 2003-04 Capital Improvement Plan development.
- Community School of Music and Arts campus.
- **Other Capital Improvement Projects**

Other capital improvement projects of note during this next fiscal year include the following:

 - Rengstorff Avenue grade separation evaluation.
 - Fire Station No. 5 design.
 - Grant Road interconnect system funding/design.
 - Hetch-Hetchy Trail construction.
 - El Camino median renovation—Phase III.
 - Shoreline Amphitheatre vehicle/pedestrian improvements.

BUDGET HIGHLIGHTS

- **General Operating Fund**

General Operating Fund revenues adopted in Fiscal Year 2001-02 total \$77.5 million. The unaudited actual revenues for Fiscal Year 2001-02 total \$72.6 million (\$4.9 million or 6.3 percent lower than the Adopted Budget). This is primarily a result of lower than budgeted sales taxes (\$3.2 million), lower than budgeted transient occupancy tax (\$1.6 million) and lower than budgeted licenses, permits and service charge revenues (\$1.6 million).

General Operating Fund unaudited actual expenditures for Fiscal Year 2001-02 are \$67.3 million or 6.5 percent lower than the Adopted Budget of \$71.9 million. This is primarily a result of salary savings from vacant positions but also reflects under-expended budgets for various supplies and services accounts.

Adopted revenues for Fiscal Year 2002-03 are \$72.7 million, 6.2 percent lower than Fiscal Year 2001-02 adopted and 0.1 percent higher than Fiscal Year 2001-02 unaudited actual.

Fiscal Year 2002-03 adopted operating expenditures include minimal, unavoidable increases for items such as Information Services, Workers' Compensation and liability insurances, and new parks and landscape area maintenance. Fiscal Year 2002-03 adopted operating expenditures also include significant reductions, including the elimination or unfunding of approximately 20 full-time equivalent positions. With these changes, adopted expenditures are \$70.6 million, 1.8 percent lower than Fiscal Year 2001-02 Adopted Budget. The Adopted Budget includes a reservation of revenues totaling \$2.1 million or 2.9 percent of revenues as an Economic Stabilization Contingency.

- **Special Funds**

Revitalization Authority Fund

Fiscal Year 2001-02 unaudited actual revenues are \$2.8 million, exceeding budget by approximately \$862,000. Unaudited actual expenditures are \$1.6 million, compared to the Adopted Budget of \$1.6 million. Expenditures include the 20.0 percent Housing Set-Aside based on property tax receipts. This results in revenues exceeding expenditures by \$1.1 million, leaving an unaudited ending balance of \$3.3 million.

Revenues for Fiscal Year 2002-03 are adopted at \$2.8 million, and expenditures are adopted at \$4.9 million (including capital projects of \$3.0 million). Adopted expenditures exceed revenues by approximately \$2.1 million, resulting in a projected ending balance of \$1.2 million.

Shoreline Golf Links Fund

Fiscal Year 2001-02 unaudited actual revenues are \$4.2 million compared to budgeted revenues of \$3.9 million. Unaudited actual expenditures are \$3.7 million (including capital projects of \$355,000) compared to the adopted budget of \$3.7 million (including capital projects of \$370,000). The Shoreline Golf Links Fund will end Fiscal Year 2001-02 with an unaudited balance of \$2.2 million.

For Fiscal Year 2002-03, adopted revenues are \$4.2 million, and adopted expenditures are \$4.2 million (including capital projects of \$320,000 and a transfer to the General Fund of \$250,000). This results in revenues exceeding expenditures by approximately \$31,000 and a projected ending balance of \$2.2 million.

Shoreline Regional Park (North Bayshore) Community Fund

For Fiscal Year 2001-02, unaudited actual revenues are \$29.5 million compared to budget of \$22.8 million. This is primarily a result of higher than anticipated property tax revenue and \$4.1 million in capital projects refunds. Unaudited actual expenditures are \$19.6 million (including capital projects of \$3.2 million and bond call of \$4.1 million) compared to the adopted budget of \$20.2 million (which included capital projects of \$2.9 million and bond call of \$4.5 million). This fund will end the fiscal year with an unaudited balance of \$33.9 million.

For Fiscal Year 2002-03, revenues are adopted at \$21.4 million, and adopted expenditures are \$17.0 million (including capital projects of \$4.4 million). The ending balance for Fiscal Year 2002-03 is projected at \$38.4 million.

Water Fund

Unaudited actual revenues for Fiscal Year 2001-02 are \$15.8 million, lower than the Adopted Budget of \$16.3 million, as a result of water sales lower than budget. Unaudited actual expenditures are \$16.2 million (including capital projects of \$4.1 million), lower than the Adopted Budget of \$16.7 million. This fund will end

the fiscal year with an unaudited balance of \$2.7 million in addition to a reserve of \$5.4 million.

For Fiscal Year 2002-03, an average rate increase of 3.0 percent is adopted primarily to mitigate larger increases in future years. Significant future increases are anticipated from the San Francisco Water Department (SFWD) for improvements to the Hetch-Hetchy water system. The City is also proposing major improvements and expansion to our own water system.

With the 3.0 percent rate increase, adopted revenues for Fiscal Year 2002-03 are \$15.4 million. Adopted operating expenditures for Fiscal Year 2002-03 total \$16.0 million (including capital projects of \$3.4 million), resulting in expenditures exceeding revenues by \$576,000. The projected ending balance for Fiscal Year 2002-03 is \$2.7 million, excluding reserves of \$5.4 million.

Wastewater Fund

Unaudited actual revenues for Fiscal Year 2001-02 are \$9.9 million, lower than the Adopted Budget of \$10.1 million due to higher commercial/industrial vacancy rates attributed to a slower economy. Unaudited actual expenditures (including capital projects of \$2.2 million) are \$12.2 million compared to a budget of \$12.8 million. The fund will end the fiscal year with an unaudited balance of \$4.2 million in addition to \$9.5 million in reserve.

This fund has a significant imbalance of revenue versus expenditures, which has been compounded by the slower economy and higher vacancy rates in commercial/industrial properties in the City. The Palo Alto Regional Water Quality Control Plant is also imposing an 8.7 percent increase in wastewater treatment cost for Fiscal Year 2002-03. For Fiscal Year 2002-03, an 8.0 percent average rate increase is adopted to improve the imbalance of revenues and expenditures. With this increase, adopted revenues for this fund are \$10.3 million, and adopted operating expenditures (including capital projects of \$1.5 million) total \$12.9 million. The ending balance for Fiscal Year 2002-03 is projected at \$2.4 million with a reserve balance of \$9.1 million.

Solid Waste Management Fund

For Fiscal Year 2001-02, City revenues were budgeted at \$9.6 million (excluding Foothill Disposal Company revenues of \$9.0 million), compared to unaudited actual revenues of \$8.9 million. Expenditures were budgeted at \$9.4 million

(excluding payments to Foothill of \$9.0 million) and unaudited actual expenditures are \$8.4 million. The fund will end the fiscal year with an unaudited balance of \$6.2 million and reserves of \$2.4 million.

No rate increase is adopted for Fiscal Year 2002-03. Adopted revenues total \$8.5 million (excluding Foothill Disposal Company revenues of \$9.1 million), and expenditures total \$8.8 million, excluding payments to Foothill Disposal Company of \$9.1 million). The ending balance for Fiscal Year 2002-03 is projected at \$5.9 million with reserves of \$2.4 million.

- **Reserves**

With the adoption of this budget, some reserves needed to be supplemented in order to meet required policy or target balances. The reserves requiring additional funds are augmented from the Fiscal Year 2001-02 General Operating Fund carryover.

The actions in this budget regarding reserves are consistent with the City's Financial Policies that ensure reserves will be maintained at prudent levels.

- **Capital Improvement Projects, Capital Outlay and Equipment Replacement**

On May 28, 2002, the City Council adopted a Five-Year Capital Improvement Plan for Fiscal Years 2002-03 through 2006-07. The Adopted Budget includes funding for Fiscal Year 2002-03 projects in the amount of \$31.1 million. A detailed list of adopted capital projects is included in the Statistical Section.

Operating and maintenance expenses have been evaluated for projects as some capital projects can result in increased ongoing operating expenses while others can result in long-term operating cost savings through productivity and efficiency improvements. There is no estimated annual operating and maintenance expenses calculated by departments for the projects adopted for Fiscal Year 2002-03.

Included in the Fiscal Year 2002-03 Adopted Budget is approximately \$341,000 for capital outlay expenditures in the General Operating Fund. An additional \$79,000 of capital outlay is adopted for other funds for a total of \$420,000.

In addition, approximately \$2.2 million is included in the Fiscal Year 2002-03 Adopted Budget for equipment replacement in accordance with the equipment

replacement plan. The General Operating Fund, Special Funds and the Enterprise (Utility) Funds all contribute to the Equipment Replacement Fund.

Detailed lists of adopted capital outlay expenditures and adopted equipment replacement expenditures are included in the Statistical Section of this document.

The following sections describe the budget process, the basis of accounting utilized by the City of Mountain View and the budget amendment process.

THE BUDGET PROCESS

The budget process begins in November of each year, when all City departments begin preparation of their budget proposals for the upcoming fiscal year.

Departments submit budget requests to the Budget Review Team (consisting of the Assistant City Manager and the Finance and Administrative Services Director) in late December. The Budget Review Team reviews these requests and submits recommendations to the City Manager.

The City Manager assesses the Budget Review Team's recommendations, meets with department heads for further discussion and submits recommendations to the City Council in the form of the Narrative Budget Report in May. The City Council is then able to review and discuss the recommendations and consider the budget prior to the presentation of the Proposed Budget.

The Proposed Budget is presented to the City Council in early June and considered at public hearings. The City's annual budget must be adopted prior to the beginning of each fiscal year (July 1).

FINANCIAL AND BUDGETARY POLICIES

The City Council has established financial and budgetary policies which are reviewed and updated as necessary by the City Council. A comprehensive and consistent set of financial and budgetary policies provides a basis for sound financial planning, identifies appropriate directions for service level development, aids budgetary decision-making and serves as an overall framework to guide financial management and operations of the City.

A city's adoption of financial policies also promotes public confidence and increases the City's credibility in the eyes of bond rating agencies and potential investors. Such

policies also provide the resources to react to potential financial emergencies in a prudent manner.

A summary of financial and budgetary policies is included in the Statistical Section of this document.

BUDGET AMENDMENT PROCESS

Pursuant to financial policy, budgets are approved at the fund and department level (legal level of control) and may not be exceeded without City Council approval. Transfers and adjustments between funds, departments and capital projects must be submitted to the City Council for approval. The City Charter requires approval by five votes of the seven-member City Council to amend the budget.

Budget adjustments are also required for grants and reimbursed services that were not anticipated or budgeted. Council Resolution No. 15443 authorizes the Finance and Administrative Services Director and the City Manager to increase appropriations up to \$10,000 and \$36,000 (indexed for inflation), respectively, when outside grants or reimbursement revenues have been received to offset expenditures that were not anticipated or budgeted. If the grant or reimbursement is not within the City Manager's level of authorization, a request for an appropriation increase must be submitted to the City Council for approval (five votes required).

Department heads are responsible for managing expenditures within their budget and assuring funds are only expended for properly authorized City expenses. Department heads are also responsible for expending funds consistent with the goals and objectives approved by the City Council.

BASIS OF BUDGETING

All Governmental Fund Type annual budgets are presented on a basis consistent with the general purpose financial statements prepared in accordance with generally accepted accounting principles.

The accounting and financial reporting treatment applied to a fund is determined by the measurement focus of the fund.

Governmental Fund Types are accounted for using the modified accrual basis of accounting. Revenues are recorded as received, or accrued if they are both measurable and available to finance expenditures of the current period. Expenditures are recorded

when the related fund liability is incurred, except for principal and interest on long-term debt, which are recorded when paid.

Proprietary Fund Types are accounted for using the accrual basis of accounting wherein revenues, unbilled or billed, are recognized in the accounting period in which they are earned, and expenses are recognized in the period liabilities are incurred.

COST ALLOCATION PLAN

The City prepares an A-87, cost allocation plan, to identify the costs associated with providing certain services. These indirect charges, noted as General Fund Administration on the Fund Schedules, reimburse the General Operating Fund for services such as those provided by the City Attorney, Employee Services, Payroll, Accounts Payable and Information Services. The full cost allocation plan delineates the basis of allocation by department and can include total operating budget, the number of full-time equivalent positions per department, the number of work requests, square footage occupied, number of items processed, number of applicable devices, etc.

The City also has six Internal Service Funds that provide services to all major funds within the City and, in turn, charge these funds for the cost of providing services. Revenues received for providing services are noted as Interfund Service Charges on the Fund Schedules.

DEBT ADMINISTRATION

As of June 30, 2002, the City will have various debt obligations outstanding. These obligations are comprised of (dollars in thousands):

<u>Entity</u>	<u>Principal Outstanding</u>
City of Mountain View	\$10,720
Shoreline Regional Park Community	\$57,220
Revitalization Authority	\$7,485
Special Assessment Debt	\$2,713

During Fiscal Year 2001-02, the City refinanced and called bonds on the Mountain View Capital Improvements Financing Authority 1992 Revenue Bonds. These bonds were originally issued to refund certain lease obligations relating to the City of Mountain View's City Hall/Community Theater Complex and to refund two outstanding tax

allocation bond issues of the Shoreline Regional Park Community. The two components to the Bonds, the City Lease Component and the Community Bonds Component, funded by the General Fund and the Shoreline Regional Park Community Fund, respectively, were separately refinanced.

The City of Mountain View's 2001 debt was issued to refinance and call bonds on the City lease component of the 1992 Capital Improvement Financing Authority Revenue Bonds. The Adopted Budget includes debt service savings of \$1.1 million due to this refinancing at a lower interest rate and bond call.

The Shoreline Regional Park Community (the Community) has three outstanding tax allocation bond issues. The 1993 Series A Bonds were issued to finance certain landfill closure projects and other public improvements within the Community. The 1996 Series A Bonds were issued to fund the acquisition of certain land from the City and to fund road, water, sewer and other public improvements along certain roadways. The 2001 Refunding Bonds were issued to refinance and call bonds on the 1992 Refunding Bonds. The Adopted Budget includes debt service savings of over \$500,000 due to this refinancing at a lower interest rate and bond call.

The Revitalization Authority funds debt payments for the 1995 Refunding Certificates of Participation debt issuance. The Certificates were issued to refinance all of the outstanding Revitalization Authority, 1986 Tax Allocation Bonds issued for the reconstruction of Castro Street.

Special Assessment Debt consists of various issues to finance property owner improvements within the City.

CALCULATION OF APPROPRIATIONS LIMIT

The City is required by the State Constitution, Article XIII B, to annually calculate the maximum amount of appropriations subject to limitation. This calculation is intended to limit the annual growth in tax revenues used to fund governmental expenditures in California. Article XIII B was changed with the passage of Proposition 111 on the June 1990 ballot. These changes permit greater flexibility with regard to annually calculating increases in the appropriations limit by allowing additional growth factors to be used. The factors permitting the maximum allowable increase in the appropriations limit are chosen for the calculation each fiscal year.

The annual appropriations limit calculation for this fiscal year is shown below. As can be seen, the City is substantially under its appropriations limit.

Fiscal Year 2001-02 Limit	133,742,915
2001-02 Population Change in Santa Clara County	1.012500
2001-02 Change in Assessed Value of Nonresidential Construction	<u>1.004293</u>
Fiscal Year 2002-03 Limit	135,996,037
Fiscal Year 2002-03 Budget Amount Subject to Limitation	<u>48,454,053</u>
Amount Under Appropriation Limit	\$ <u>87,541,984</u>

AWARDS

For the ninth time, the Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Mountain View for the Fiscal Year 2001-02 annual budget.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

In addition, for the sixteenth year, the California Society of Municipal Finance Officers (CSMFO) has presented the City with an award for Excellence in Operational Budgeting and the City's ninth award for Excellence in Public Communication for the Fiscal Year 2001-02 budget documents.

The awards are valid for a period of one year only. The Fiscal Year 2002-03 budget documents continue to conform to program requirements and will be submitted to GFOA and CSMFO to determine eligibility for another award.

CONCLUSION

Fiscal Year 2002-03 adopted General Fund revenues are \$72.7 million, and adopted expenditures are \$70.6 million. There is no revenue balance after reserving for the Economic Stabilization Contingency of \$2.1 million. General Fund revenues for Fiscal Year 2002-03 are projected to increase by 0.1 percent from Fiscal Year 2001-02 unaudited

actuals. Significant department operating reductions have been made in order to balance the budget. A few unavoidable increases have been included. Potential State actions may require midyear budget reductions.

The Revitalization Authority Fund is in good financial condition. The Authority will resume loan payments to the General Fund at a reamortized rate of 6.0 percent over the 17-year remaining life of the Authority. Three million dollars (\$3.0 million) of funds are being committed to the new parking structure project downtown. Council has approved the use of \$809,000 of Housing Set-Aside Funds for the construction of approximately 125 efficiency studios to be located at the San Antonio Loop.

Revenues for the Shoreline Golf Links Fund are higher than budget. The Fiscal Year 2002-03 Adopted Budget includes a transfer of \$250,000 to the General Fund to fund costs of other recreation programs. The projected ending balance available for Fiscal Year 2002-03 is \$2.2 million.

The Shoreline Regional Park (North Bayshore) Community Fund continues to generate sufficient tax increment revenues to meet ongoing operations, debt service obligations and capital needs. Revenues are expected to decline in Fiscal Year 2002-03. The balance available at the end of Fiscal Year 2002-03 is projected at \$38.4 million. This balance has many competing projects currently under review and planning process by staff.

A 3.0 percent rate increase is adopted for the Water Fund for Fiscal Year 2002-03. This is primarily due to anticipated major capital improvements to the Hetch-Hetchy system by the San Francisco Water Department and improvements and expansion to the City's own water system.

An 8.0 percent rate increase is adopted for the Wastewater Enterprise Fund to partially close the gap of ongoing revenues and expenditures and to fund inflationary cost increases.

No rate increase is adopted for refuse rates.

Reserves are generally in good condition, and required supplemental allocations will be funded by the Fiscal Year 2001-02 General Fund carryover balance.

The operating expenditures adjustments adopted in the Fiscal Year 2002-03 budget reflect the decline in revenue due to economic conditions and necessary actions taken in order to maintain the City's financial health into the future. The Five-Year Forecast for the General Operating Fund points out the need for careful expenditure management.

Many staff members have contributed significantly to the preparation of this report. All department heads have shown the type of teamwork, cooperative spirit and creativity necessary for this process. I would particularly like to thank Assistant City Manager Nadine Levin, Finance and Administrative Services Director Robert Locke, Assistant Finance and Administrative Services Director Patty Kong, Principal Financial Analysts Helen Ansted and Suzy Niederhofer, and Administrative Analyst Raella Frazier for their assistance with the Operating Budget. I would also like to thank Administrative Services Manager Jim Williamson and Assistant Public Works Director—Public Services Jim Russell for their assistance with the capital outlay process and the Document Processing and Copy Center staff for their constant support in the preparation of this document.

A handwritten signature in black ink, appearing to read "K. Duggan", with a stylized flourish at the end.

Kevin C. Duggan
City Manager

KCD/SN/9/BUD
541-05-08-02L^

Enclosures

TOTAL FUND REVENUES

	AUDITED ACTUAL 2000-01	ADOPTED BUDGET 2001-02	UNAUDITED ACTUAL 2001-02	ADOPTED BUDGET 2002-03
GENERAL FUND	\$ 82,708,557	77,538,832	72,630,836	72,739,224
RESERVES	41,320,054	17,118,466	22,568,670	12,421,131
GAS TAX	2,056,966	1,468,359	1,908,489	1,617,540
CONVEYANCE TAX	5,145,705	2,520,709	5,042,564	2,533,540
DEVELOPER FEES	2,513	0	2,368,631	5,070
REVITALIZATION AUTHORITY	2,057,948	1,919,350	2,781,760	2,848,460
SHORELINE GOLF LINKS	3,370,409	3,920,690	4,204,668	4,206,570
PARKING DISTRICT & IN LIEU FEES	1,587,244	496,692	962,922	473,950
SUPPLEMENTAL LAW ENFCMNT	175,312	150,000	144,398	146,509
C.D.B.G.	651,625	1,378,000	3,459,619	1,446,000
LOCAL LAW ENFCMT BLOCK GRT	256,861	0	118,337	0
CABLE T.V.	613,106	594,350	754,257	750,500
SHORELINE COMMUNITY	22,691,201	22,754,010	29,517,138	21,440,998
STORM DRAIN CONSTRUCTION	66,579	44,970	92,534	47,104
PARK LAND DEDICATION	1,676,325	341,987	1,452,076	376,419
WATER	15,785,826	16,327,348	15,773,651	15,395,062
WASTEWATER	9,949,570	10,121,118	9,934,467	10,274,949
SOLID WASTE	10,900,909	9,592,736	8,924,898	8,513,957
EQUIPMENT MAINTENANCE	4,081,814	4,209,943	4,244,307	3,757,798
WORKERS COMPENSATION	2,169,501	1,523,371	1,564,012	1,441,787
UNEMPLOYMENT	74,998	71,259	74,865	73,412
LIABILITY	1,050,708	848,531	838,801	994,660
RETIREEES HEALTH	3,052,012	1,128,988	1,149,679	682,036
EMPLOYEE BENEFITS	56,256	80,658	81,403	77,445
TOTAL	\$ 211,501,999	174,150,367	190,592,982	162,264,121

TOTAL FUND EXPENDITURES

	AUDITED ACTUAL 2000-01	ADOPTED BUDGET 2001-02	UNAUDITED ACTUAL 2001-02	ADOPTED BUDGET 2002-03
GENERAL FUND	\$ 62,057,428	71,934,114	67,281,132	70,633,214
RESERVES	34,255,026	25,106,299	25,681,629	13,704,557
GAS TAX	1,787,074	1,869,920	2,061,920	2,093,290
CONVEYANCE TAX	2,423,244	3,845,000	3,845,000	2,814,000
DEVELOPER FEES	0	25,000	1,530,180	25,000
REVITALIZATION AUTHORITY	1,301,953	1,561,253	1,647,479	4,976,242
SHORELINE GOLF LINKS	3,914,936	3,663,099	3,686,017	4,176,043
PARKING DISTRICT & IN LIEU FEES	960,034	582,690	683,829	2,069,884
SUPPLEMENTAL LAW ENFCMNT	193,644	211,066	217,114	189,811
C.D.B.G.	597,731	1,416,000	3,459,619	1,339,000
LOCAL LAW ENFCMT BLOCK GRT	126,635	0	125,920	0
CABLE T.V.	702,069	651,325	804,462	795,500
SHORELINE COMMUNITY	15,870,948	20,155,646	19,598,008	16,981,123
STORM DRAIN CONSTRUCTION	82,000	26,000	26,000	26,000
PARK LAND DEDICATION	3,433,380	163,000	667,756	103,741
WATER	20,485,893	16,739,720	16,163,083	15,970,934
WASTEWATER	11,339,250	12,809,224	12,207,157	12,927,469
SOLID WASTE	9,087,741	9,413,830	8,443,018	8,831,806
EQUIPMENT MAINTENANCE	2,511,570	3,241,541	2,659,028	3,844,484
WORKERS COMPENSATION	1,311,694	1,677,957	1,444,996	1,774,080
UNEMPLOYMENT	17,317	67,250	21,385	67,250
LIABILITY	2,404,830	910,917	738,179	1,018,340
RETIREE'S HEALTH	484,040	524,822	570,789	715,193
EMPLOYEE BENEFITS	51,299	111,044	56,131	112,090
TOTAL	\$ 175,399,736	176,706,717	173,619,831	165,189,051

GENERAL OPERATING FUND REVENUES

<u>FISCAL YEAR</u>	<u>OPERATING REVENUE</u>	<u>% CHANGE FROM PRIOR YEAR</u>
1991-92	\$45,894,000	3.2%
1992-93	\$45,248,000	(1.4%)
1993-94	\$46,921,000	3.7%
1994-95	\$51,766,000	10.3%
1995-96	\$57,149,000	10.4%
1996-97	\$64,510,000	12.9%
1997-98	\$67,027,000	3.9%
1998-99	\$67,900,000	1.3%
1999-2000	\$74,712,000	10.0%
2000-01	\$82,708,000	10.7%
2001-02 *	\$72,623,000	(12.2%)
2002-03 **	\$72,739,000	0.2%

* Unaudited Actual

** Adopted

GENERAL OPERATING FUND EXPENDITURES

<u>FISCAL YEAR</u>	<u>OPERATING EXPENDITURES</u> (1)	<u>% CHANGE FROM PRIOR YEAR</u>
1991-92	\$44,326,000	7.1%
1992-93	\$42,718,000	(3.6%)
1993-94	\$41,831,000	(2.1%)
1994-95	\$48,080,000	14.9%
1995-96	\$47,783,000	(0.6%)
1996-97	\$52,019,000	8.9%
1997-98	\$54,380,000	4.5%
1998-99	\$57,504,000	5.7%
1999-2000	\$61,054,000	6.2%
2000-01	\$61,265,000	0.3%
2001-02 *	\$65,259,000	6.5%
2002-03 **	\$70,633,000	8.2%

* Unaudited Actual

** Adopted

(1) Includes changes in encumbrances.

CITY OF MOUNTAIN VIEW
RESOLUTION NO. 16706
SERIES 2002

A RESOLUTION ADOPTING THE FISCAL YEAR 2002-03 BUDGET

WHEREAS, the City Council held a duly noticed study session on May 7, 2002 and held duly noticed public hearings on June 4 and June 11, 2002, and heard all persons wishing to be heard regarding said proposed budgets. The City Council considered these comments and deliberated the City Manager's proposed budget;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Mountain View as follows:

1. The City of Mountain View proposed budget in the amount of \$119,700,837 as recommended by the City Manager, plus any amendments approved by the City Council on June 11, 2002, on file in the City Clerk's Office, including the Fund Schedules Section of the Proposed Budget, is hereby adopted as the Fiscal Year 2002-03 budget of this agency.
2. The City Council appropriate \$23,704,000 for the Fiscal Year 2002-03 Capital Improvement Program and combine the Downtown Parking Structure Design, Project 01-51, with Downtown Parking Structure, Project 03-31, and transfer the budget in Project 01-51 to Project 03-31.
3. The City Council has included appropriations sufficient to meet all its bonded debt service obligations.
4. Except for continuing appropriations for capital improvement projects not yet completed, Community Development Block Grant programs, grant funding, legal cases and other expenditures lawfully encumbered or accrued, all other unexpended appropriations shall lapse at the end of the fiscal year in accordance with City Charter Section 1105.
5. Appropriations as needed from investment earnings and other program income received on grant funds are hereby authorized.
6. Appropriations in the compensated absence reserve are hereby authorized as needed for vacation and sick leave balances of employees during Fiscal Year 2002-03.
7. Appropriations in the Employee Benefits Fund are hereby authorized as needed to be funded by the contributions of the City, employees and retirees.
8. Appropriations for the Police Asset Forfeiture Fund are hereby authorized up to the uncommitted cash balance in the Police Asset Forfeiture Fund.
9. The City Manager or designee is authorized to increase appropriations in the Cable Television Fund for payments and transfers that are calculated on franchise fees received, payment of interest earned on the endowment funds and annually rebudget the remaining balance of the miscellaneous maintenance funds.
10. The City Manager or designee is authorized to increase appropriations for specific retail and golf lesson expenditures of the Shoreline Golf Links operations that are offset by retail sales and golf lesson revenues.
11. The Finance and Administrative Services Director is hereby authorized to make adjustments and corrections to budgeted amounts for reasons such

as: (1) amendments adopted by City Council; (2) final benefit coverage costs; (3) final represented and nonrepresented employee compensation costs; (4) adjustments between funds and departments for internal service charges and administrative overhead reimbursements; (5) modifications to revenue and appropriations for the actual Public Library Fund grant amount received; and (6) other corrections as necessary. The Finance and Administrative Services Director is authorized to determine the budgeted amounts for implementation of the decisions made at the public hearings and will report the final adopted budget and any reconciling changes in the compilation of the budget to the City Council by an informational memorandum and will file said final adopted budget with the City Clerk's Office.

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the City Council of the City of Mountain View, duly held on the 11th day of June, 2002, by the following vote:

AYES: Councilmembers Faravelli, Kasperzak, Pear and Zoglin

NOES: None

ABSENT: Councilmember Stasek and Mayor Lieber

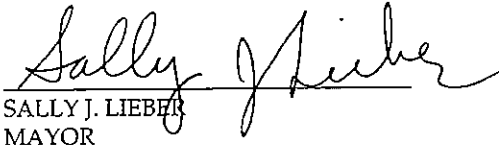
NOT VOTING: None

ATTEST:

APPROVED:




ANGELITA M. SALVADOR
CITY CLERK



SALLY J. LIEBER
MAYOR

I do hereby certify that the foregoing resolution was passed and adopted by the City Council of the City of Mountain View at a Special Meeting held on the 11th day of June, 2002, by the foregoing vote.



City Clerk
City of Mountain View

HMA/6/RESO
530-06-11-02R^

MOUNTAIN VIEW REVITALIZATION AUTHORITY (MVRA)
RESOLUTION NO. R-91
SERIES 2002

A RESOLUTION ADOPTING THE FISCAL YEAR 2002-03 BUDGET

WHEREAS, the MVRA Board of Directors (Board) held a duly noticed study session on May 7, 2002 and held duly noticed public hearings on June 4 and June 11, 2002 and heard all persons wishing to be heard regarding said proposed budgets;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Mountain View Revitalization Authority as follows:

1. The Mountain View Revitalization Authority proposed budget in the amount of \$1,926,083, as recommended by the City and Authority Manager, plus any amendments approved by the Board on June 11, 2002, on file in the City Clerk's Office, is hereby adopted as the Fiscal Year 2002-03 budget of this agency.

2. The Board appropriate funding in the amount of \$3,048,000 for the Fiscal Year 2002-03 Capital Improvement Program.

3. The Board has included appropriations sufficient to meet all its bonded debt obligations.

4. Except for continuing appropriations for capital improvement projects not yet completed and other expenditures lawfully encumbered or accrued, all other unexpended appropriations shall lapse at the end of the fiscal year.

5. The Treasurer/Finance and Administrative Services Director is authorized to adjust the Housing Set-Aside appropriation based on the applicable property tax received.

6. The Treasurer/Finance and Administrative Services Director is hereby authorized to make adjustments and corrections to budgeted amounts for reasons such as: (1) amendments adopted by the Board; (2) final benefit coverage costs; (3) final represented and nonrepresented employee compensation costs; (4) adjustments between funds and departments for internal service charges and administrative overhead reimbursements; and (5) other corrections as necessary. The Treasurer/Finance and Administrative Services Director is authorized to determine the budgeted amounts for implementation of the decisions made at the public hearings and will report the final adopted budget and any reconciling changes in the compilation of the budget to the Board by an informational memorandum and will file said final adopted budget with the City Clerk's Office.

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the Mountain View Revitalization Authority, duly held on the 11th day of June, 2002, by the following vote:

AYES: Board members Faravelli, Kasperzak, Pear and Zoglin

NOES: None

ABSENT: Board member Stasek and President Lieber

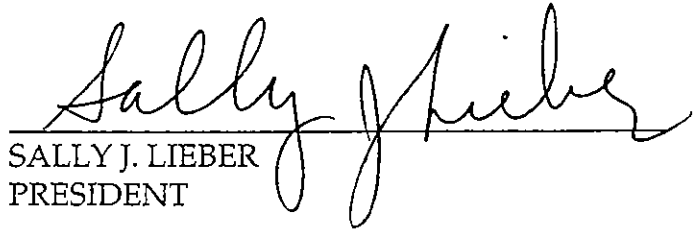
NOT VOTING: None

ATTEST:

APPROVED:



ANGELITA M. SALVADOR
SECRETARY



SALLY J. LIEBER
PRESIDENT

I do hereby certify that the foregoing resolution was passed and adopted by the Mountain View Revitalization Authority at a Special Meeting held on the 11th day of June, 2002, by the foregoing vote.



Secretary
Mountain View Revitalization Authority

HMA/6/RESO
530-06-11-02R-3^

MOUNTAIN VIEW SHORELINE REGIONAL PARK COMMUNITY (SRPC)
RESOLUTION NO. S-117
SERIES 2002

A RESOLUTION ADOPTING THE FISCAL YEAR 2002-03 BUDGET

WHEREAS, the SRPC Board of Directors (Board) held a duly noticed study session on May 7, 2002 and held duly noticed public hearings on June 4 and June 11, 2002 and heard all persons wishing to be heard regarding said proposed budget;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Mountain View Shoreline Regional Park Community as follows:

1. The Mountain View Shoreline Regional Park Community proposed budget in the amount of \$12,614,951 as recommended by the City and Community Manager, plus any amendments approved by the Board on June 11, 2002, on file in the City Clerk's Office, is hereby adopted as the Fiscal Year 2002-03 budget of this agency.

2. The Board appropriate funding in the amount of \$4,386,000 for the Fiscal Year 2002-03 Capital Improvement Program.

3. The Board has included appropriations sufficient to meet all its bonded debt obligations.

4. Except for continuing appropriations for capital improvement projects not yet completed and other expenditures lawfully encumbered or accrued, all other unexpended appropriations shall lapse at the end of the fiscal year.

5. The Treasurer/Finance and Administrative Services Director is hereby authorized to make adjustments and corrections to budgeted amounts for reasons such as: (1) amendments adopted by the Board; (2) final benefit coverage costs; (3) final represented and nonrepresented employee compensation costs; (4) adjustments between funds and departments for internal service charges and administrative overhead reimbursements; and (5) other corrections as necessary. The Treasurer/Finance and Administrative Services Director is authorized to determine the budgeted amounts for implementation of the decisions made at the public hearings and will report the final adopted budget and any reconciling changes in the compilation of the budget to the Board by an informational memorandum and will file said final adopted budget with the City Clerk's Office.

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the Mountain View Shoreline Regional Park Community, duly held on the 11th day of June, 2002, by the following vote:

AYES: Board members Faravelli, Kasperzak, Pear and Zoglin

NOES: None

ABSENT: Board member Stasek and Mayor Lieber

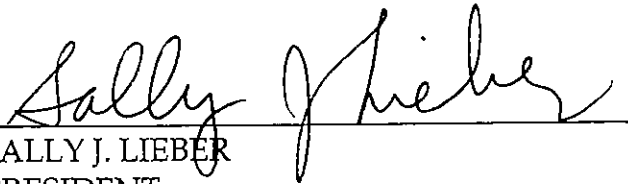
NOT VOTING: None

ATTEST:

APPROVED:

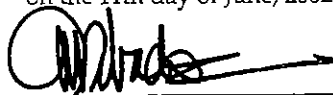


ANGELITA M. SALVADOR
SECRETARY



SALLY J. LIEBER
PRESIDENT

I do hereby certify that the foregoing resolution was passed and adopted by the Mountain View Shoreline Regional Park Community at the Special Meeting held on the 11th day of June, 2002, by the foregoing vote.



Secretary
Mountain View Shoreline Regional Park Community

HMA/6/RESO
530-06-11-02R-5^

CITY OF MOUNTAIN VIEW
RESOLUTION NO. 16707
SERIES 2002

A RESOLUTION ADOPTING
THE FISCAL YEAR 2002-03 APPROPRIATIONS LIMIT

WHEREAS, Article XIII B of the Constitution of the State of California requires that total annual appropriations of the City of Mountain View funded from the proceeds of taxes shall not exceed the appropriations limit of the City for the prior fiscal year adjusted for specified changes; and

WHEREAS, this Article requires the City to establish its appropriations limit by resolution each fiscal year at a regularly scheduled meeting or at a noticed special meeting, before the beginning of each fiscal year; and

WHEREAS, the City Finance and Administrative Services Department has prepared the budget documentation as intended by Article XIII B of the California Constitution and has made such documents available for public review;

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Mountain View hereby adopts the estimated Appropriations Limit for Fiscal Year 2002-03 of \$135,996,037. This limit may need to be amended the following fiscal year after final information is received.

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the City Council of the City of Mountain View, duly held on the 11th day of June, 2002, by the following vote:

AYES: Councilmembers Faravelli, Kasperzak, Pear and Zoglin

NOES: None

ABSENT: Councilmember Stasek and Mayor Lieber

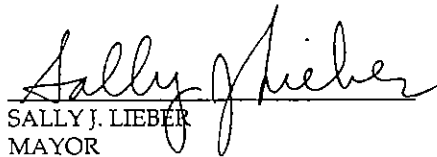
NOT VOTING: None

ATTEST:

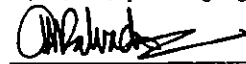
APPROVED:



ANGELITA M. SALVADOR
CITY CLERK


SALLY J. LIEBER
MAYOR

I do hereby certify that the foregoing resolution was passed and adopted by the City Council of the City of Mountain View at a Special Meeting held on the 11th day of June, 2002, by the foregoing vote.



City Clerk
City of Mountain View

HMA/6/RESO
530-06-11-02R-2^



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Mountain View
California**

For the Fiscal Year Beginning
July 1, 2001

Samuel D. Chave
President

Jeffrey R. Emer
Executive Director

*California Society of
Municipal Finance Officers*

Certificate of Award

Excellence in Operational Budgeting 2001-2002

Presented to

City of Mountain View

*This certificate recognizes the achievement of Excellence in Operational Budgeting and reflects an outstanding budget document
and the underlying budgeting process through which the budget is implemented.*

February 21, 2002



Jean Michaels
Chair, Budgeting & Financial Management
Wendy B. Smith
Vice-Chair, Budgeting & Financial Management

Dedicated to Excellence in Municipal Financial Management

*California Society of
Municipal Finance Officers*

Certificate of Award

Merit in Public Communication Budgeting 2001-2002

Presented to

City of Mountain View

This certificate recognizes meritorious achievement in Public Communication Budgeting and reflects a highly professional budget document and the underlying budgeting process through which the budget is implemented.

February 21, 2002



Ivan Michaels
Chair, Budgeting & Financial Management
Wanda B. Burt
Vice-Chair, Budgeting & Financial Management

Dedicated to Excellence in Municipal Financial Management

General Notes

These notes explain the format and conventions used for each of the Department summaries that appear in the following section of this document.

A. Organizational Charts

Included for each department is an overview of the functions and responsibilities of the department as well as the organizational structure of the department. A City-wide organizational chart is included in the Statistical Section of this document.

B. Performance Measures/Workload Measures

Included on each department text page (see below description) is a list of performance and workload measures by program. Because the process of creating a sound performance measurement system is still evolving, some performance/workload measures are noted as being "discontinued" and some are noted as "New for FY 2002-03".

Performance/workload measures are clearly tied to departmental functions. If a departmental function has a performance/workload measure tied to it, it is noted in parenthesis with an "M" and the performance/workload measure number(s) following. For example, (M 1, 2, 3). Performance/workload measures which are being discontinued are not tied to a departmental function.

C. Text Pages

1. Centered at the top of the page is a title identifying the Department or Program name and whether it is the Department Summary or a Program Summary.
2. Each text page identifies the manager, mission statement, objectives, and major goals/strategies for Fiscal Year 2002-03 as well as any major changes for the Department or Program.

D. Numerical Pages

1. The listed number of positions for each Department or Program represents the maximum number of permanent budgeted positions that can be filled. "Part-Time Hourly" positions identify the number of full-time equivalent positions budgeted to be filled by hourly personnel. Contract personnel are not included in this listing.

General Notes

(Continued)

2. Positions listed in the "2000-01 Adjusted" column are those positions actually approved in the adopted budget that year plus any adjustments made mid-year. Positions listed in the "2001-02 Adopted" column are those positions in the "2000-01 Adjusted" column plus positions adopted in Fiscal Year 2001-02. Positions listed in the "2002-03 Adopted" column are those positions in the "2001-02 Adopted" column plus any amendments or adjustments made mid-year and changes adopted for Fiscal Year 2002-03.
3. Salaries and wages are calculated using the employees' actual pay plus any potential mid-year step increases. All vacant permanent positions are calculated at 3rd step (or the 90 percent level) of the position classification. All hourly positions are calculated at 5th step of the position classification, except those hourly positions in Recreation which are calculated at 3rd step due to the seasonality of the positions.

CITY COUNCIL

The City Council is the legislative and policy-making body for the City, having responsibility for enacting City ordinances, appropriating funds to conduct City business and providing policy direction to administrative staff.

There are seven standing City Council committees, each with three members. From time to time, special-purpose committees are also formed. In addition, Councilmembers represent the City and serve on numerous regional agencies and organizations.

The City Council meets at 6:30 p.m. on the second and fourth Tuesday of each month in the Council Chambers located in City Hall, 500 Castro Street. The times and places of City Council committee meetings and the meetings of outside agencies on which Councilmembers serve can be obtained from the City Clerk's Office.

CITY COUNCIL

Councilmembers

Sally J. Lieber, Mayor
 R. Michael Kasperzak, Jr., Vice Mayor
 Ralph Faravelli
 Matt Pear
 Rosemary Stasek
 Mary Lou Zoglin

Term Expires

2003
 2003
 2003
 2005
 2005
 2005

STANDING COMMITTEES

Appointments Review Committee
 Kasperzak, Chair
 Lieber

Procedures Committee
 Zoglin, Chair
 Kasperzak
 Lieber

Finance/Investment Review Committee
 Stasek, Chair
 Faravelli
 Pear

Technology Committee
 Pear, Chair
 Lieber
 Stasek

Transportation Committee

Moffett Field Complex Committee
 Faravelli, Chair
 Lieber
 Stasek

Kasperzak
 Lieber

Neighborhoods Committee
 Kasperzak, Chair
 Lieber
 Zoglin

CITY COUNCIL
DEPARTMENT SUMMARY

DEPARTMENT MANAGER—CITY CLERK

DEPARTMENT MISSION STATEMENT

To set policy that governs the City in a manner which is both financially sound as well as responsive to the needs and concerns of the community.

DEPARTMENT FUNCTIONS

- Serve as Board of Directors for the Mountain View Shoreline Regional Park Community, the Mountain View Revitalization Authority and the City of Mountain View Capital Improvements Financing Authority.
- Participate in regional boards and agencies which directly affect the City of Mountain View and the needs and interests of the citizens.
- Adopt the annual budget and five-year Capital Improvement Program.
- Meet annually in study sessions with each advisory commission/committee.
- Participate in the City's Corporate Visitation Program.

MAJOR CITY GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Continue implementation of youth program enhancements via the Youth Action Plan and the Youth Services Manager.
- Planning/strategy development for a child-care center/intergenerational center.
- Complete the study of the Conditional Use Permit process for downtown.
- Complete the Rengstorff Avenue grade separation feasibility study.
- Complete the Senior Center master site plan.
- Other capital improvement projects:
 - Design Fire Station No. 5.
 - Implementation of Grant Road traffic signal interconnect system.
- Complete the environmental review process for Stevens Creek Trail, Reach 4, Segment 2.
- Complete design and construct the Hetch-Hetchy Trail (Whisman Road to Easy Street).

**CITY COUNCIL
DEPARTMENT SUMMARY**

- Plan/construct Water System Main Plan improvements:
 - Shoreline Boulevard/Miramonte Avenue water main replacement.
 - Water well construction.
 - Miramonte Reservoir expansion.
 - Graham Middle School reservoir.
- Monitoring/advocacy of legislative changes regarding the upgrade, maintenance and governance of the Hetch-Hetchy water system.

AMS/BUD
LHP-402-01^

**CITY COUNCIL
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Mayor	1	1	1
Councilmember	6	6	6
Total Permanent	7	7	7
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	<u>7</u>	<u>7</u>	<u>7</u>

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 90,510	106,050	96,973
Supplies and Other Services	83,415	119,185	121,845
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u>\$ 173,925</u>	<u>225,235</u>	<u>218,818</u>

<u>FUNDING SOURCES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Operating Fund	\$ 173,925	225,235	203,618
General Fund Reserve	0	0	15,200
TOTAL FUNDING	<u>\$ 173,925</u>	<u>225,235</u>	<u>218,818</u>

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Miscellaneous Revenue	\$ 1,567	0	0
TOTAL REVENUES	<u>\$ 1,567</u>	<u>0</u>	<u>0</u>

**CITY COUNCIL
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 52,418	52,200	43,500
Wages	748	1,700	1,700
Benefits	37,344	52,150	51,773
	<u>\$ 90,510</u>	<u>106,050</u>	<u>96,973</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 12,982	12,015	9,790 *1
Maintenance and Operations	0	400	400
Utilities	5,549	12,960	12,960
Professional/Technical Svcs	6,337	9,000	8,000 *2
Other Expenses	58,547	84,810	90,695 *3
	<u>\$ 83,415</u>	<u>119,185</u>	<u>121,845</u>

*1 Includes reduced funding of \$1,000 for miscellaneous supplies.

*2 Includes reduced funding of \$1,000 for miscellaneous professional services.

*3 Includes one-time funding of \$15,200 for computers and related equipment. Per Council Policy A-2, each Councilmember is allocated \$3,800 per term. Three new Council terms and one two-year Council term will be commencing during Fiscal Year 2002-03. Includes reduced fundings of \$7,315 for travel (10%) and \$2,000 for miscellaneous expenses.

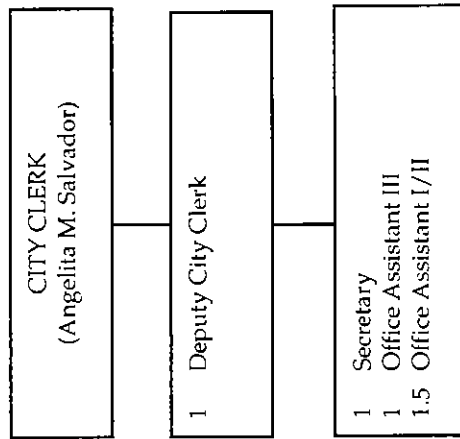
CITY CLERK'S OFFICE

The City Clerk is appointed by the City Council. The Clerk is responsible for facilitating the conduct of business by the City Council and fulfilling legal requirements as set forth in the Charter, City Code and State law. The City Clerk's Office conducts all City elections and administers campaign and financial disclosure laws.

The Office maintains a true record of all proceedings of the City Council; meets all requirements regarding public postings, legal advertising, recordations and mailing of public hearing notices; and processes Assessment Districts, annexations, deeds, tax cancellations, appeals and initiative petitions.

The City Clerk's Office provides administrative assistance to the Council, edits and maintains the City Code, is custodian of the City Seal, administers oaths or affirmations, and executes City contracts and agreements. The office also maintains official City records, provides certified copies thereof and provides information to the public regarding the legislative operations of government.

CITY CLERK'S OFFICE



FISCAL YEAR 2002-03 POSITION TOTALS: 5.0 Full-Time
0.5 Permanent Part-Time

CITY CLERK'S OFFICE
DEPARTMENT SUMMARY

DEPARTMENT MANAGER-CITY CLERK

DEPARTMENT MISSION STATEMENT

To maintain official records, administer elections and provide administrative support to City Council.

DEPARTMENT FUNCTIONS

- Administer City elections. (M 1)
- Maintain the City Code and City Charter.
- Administer campaign and financial disclosures, and oaths. (M 2)
- Coordinate, prepare and distribute Council agenda materials and minutes. (M 3, 4, 5, 7, 10)
- Maintain official City records and provide records management support services for all departments. (M 6, 9, 11, 12, 13)
- Notice legal documents and process annexation and assessment district proceedings, deeds, appeals, initiative petitions and ordinances. (M 8)
- Provide administrative support to City Council. (M 14)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Conduct the 2002 General Municipal Election, including orientation of new Councilmember(s).
- In coordination with the City Manager's Office, assist in the planning efforts for implementation of the City of Mountain View Centennial Celebration in the year 2002.
- Explore the feasibility of electronic notification of Council agenda items.

MAJOR DEPARTMENT CHANGES

- General Operating Fund:
 - Miscellaneous Reductions (\$15,200)
Reduces overtime, supplies, temporary help, training and travel and eliminates the gifts given at the annual recognition dinner. *No significant impact anticipated.*
- Technology Efficiencies (\$11,150)
Adjusts the budget for the Records Management Program, microfilming and code supplement reproduction based on efficiencies from the new document imaging system. *No significant impact.*

CITY CLERK'S OFFICE
DEPARTMENT SUMMARY

- General Fund Reserve:

2002 Municipal Election (one-time expenditure) \$55,700

Provides one-time funding to conduct the November 2002 municipal election.
Enables 2002 City Council election to occur.

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Elections:					
1. Percent of official election notices published without errors	100%	100%	100%	100%	100%
2. Percent of Statement of Economic Interests processed correctly and submitted on time	100%	100%	100%	100%	100%
Legislative:					
3. Percent of agenda packets prepared and distributed four days before Council meeting		New for FY 2001-02	100%	100%	100%
4. Percent of agendas and minutes posted at least 72 hours prior to a regular Council meeting	100%	100%	100%	100%	100%
5. Percent of minutes prepared for City Council meeting without errors of fact	100%	97%	100%	100%	100%
6. Percent of resolutions and ordinances processed within five days after a Council meeting is held	>90%	97%	>90%	100%	>90%
7. Percent of Council agenda staff reports processed within five days after a Council meeting is held	>90%	98%	>90%	100%	>90%
8. Percent of legal hearing notices prepared, noticed and mailed within legal deadlines	100%	100%	100%	100%	100%
Records Management:					
9. Percent of boxes of records deemed eligible for destruction which are destroyed	>90%	0% ^(A)	>90%	90%	>90%
10. Percent of agenda items uploaded to imaging system each agenda production week	100%	100%	100%	100%	100%
11. Number of agreements documented and indexed	150	317 ^(B)	220	448	220
12. Percent of agreements/contracts retrieved within three days of request	>95%	100%	100%	96% ^(C)	100%

**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
13. Percent of records sent for recording within 24 hours upon receipt of request from department	100%	96%	>90%	95%	>90%
Administrative/Support to Council:					
14. Percent of Council service requests responded to within one hour	>95%	95%	>95%	95%	>95%

^(A) No boxes destroyed; 250 boxes waiting for approval from departments.

^(B) Fiscal Year 2000-01 target set too low, actuals coming in higher. This number includes agreements that are not approved by Council. Fiscal Year 2001-02 target adjusted higher.

^(C) One request took longer than three days due to incomplete information.

AMS/BUD
LHP-402-02^

**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Secretary	1	1	1
Office Assistant III	1	1	1
Office Assistant I/II	1	1.50 *	1.50
Total Permanent	5	5.50	5.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	5	5.50	5.50

* Added permanent half-time Office Assistant I/II position.

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 336,737	399,861	428,880
Supplies and Other Services	80,338	82,036	115,035
Capital Outlay	357	14,400	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 417,432	496,297	543,915

<u>FUNDING SOURCES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Operating Fund	\$ 417,432	496,297	488,196
General Fund Reserve	0	0	55,719
TOTAL FUNDING	\$ 417,432	496,297	543,915

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Service Charges	\$ 956	0	1,000
Miscellaneous Revenue	2,918	0	320
TOTAL REVENUES	\$ 3,874	0	1,320

**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 261,772	318,976	336,033
Wages	27,834	18,000	18,000
Benefits	47,131	62,885	74,847
	<u>\$ 336,737</u>	<u>399,861</u>	<u>428,880</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 15,368	20,011	16,336 *1
Maintenance and Operations	1,520	1,500	1,500
Utilities	384	600	600
Professional/Technical Svcs	44,025	36,325	23,780 *2
Other Expenses	19,041	23,600	72,819 *3
	<u>\$ 80,338</u>	<u>82,036</u>	<u>115,035</u>

*1 Includes reduced funding of \$4,900 for supplies.

*2 Includes reduced funding of \$11,150 for technology efficiencies related to the records management program, microfilming and code supplement reproduction, and \$1,400 for temporary help.

*3 Includes reduced funding of \$6,500 for miscellaneous items such as training, conference and travel and the gift given at the annual recognition dinner and includes one-time funding of \$55,700 for the general municipal election in November 2002.

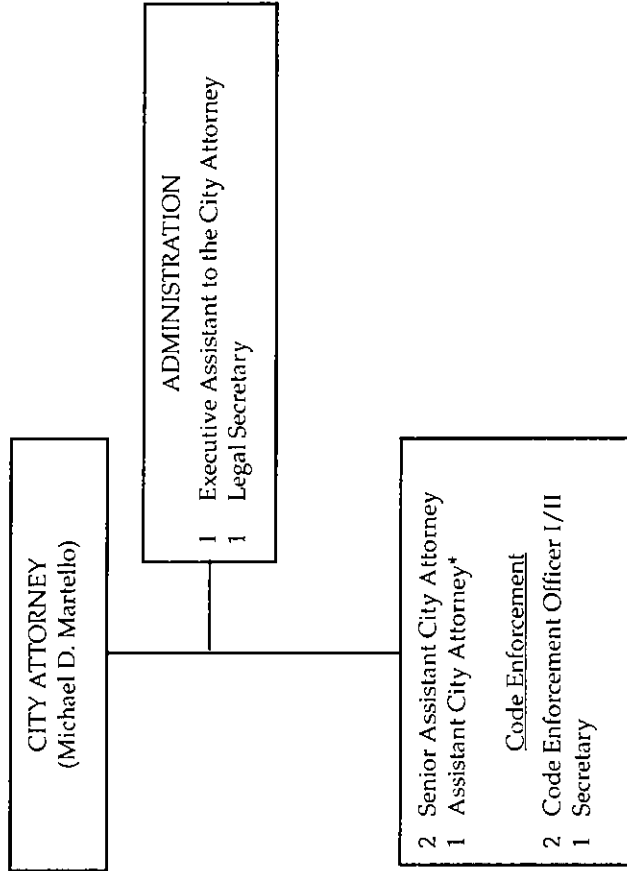
CITY ATTORNEY'S OFFICE

The City Attorney is appointed by the City Council as the Attorney for the City and legal advisor to the City Council. The City Attorney hires subordinate attorneys to assist in the discharge of assigned responsibilities. The City Attorney's Office defends and prosecutes or retains counsel to defend and prosecute all civil actions and proceedings to which the City is a party and prosecutes all criminal actions involving the City Code. The Office represents and advises the City Council, boards, commissions, departments and all City officials in matters of law related to the conduct of City business.

The City Attorney's Office drafts necessary legal documents, ordinances, resolutions, contracts, other documents pertaining to the City's business and handles claims against the City. The Office is also responsible for providing legal services in connection with the Shoreline Regional Park (North Bayshore) Community, Downtown Parking District and Downtown Revitalization Authority.

The Code Enforcement Section is under the direct supervision of the Senior Assistant City Attorney. The Code Enforcement Section is responsible for enforcing the City Code provisions relating to zoning, neighborhood preservation and vehicles on private property.

CITY ATTORNEY'S OFFICE



FISCAL YEAR 2002-03 POSITION TOTALS: 9.0 Full-Time

*Unfunded .33 Assistant City Attorney position for Fiscal Year 2002-03.

CITY ATTORNEY'S OFFICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER—CITY ATTORNEY

DEPARTMENT MISSION STATEMENT

To provide legal services and counsel to the City Council, boards and commissions; and participate as a member of the management team in support of City departments.

DEPARTMENT FUNCTIONS

- Prosecute and defend legal proceedings involving the City. (M 1, 2, 3)
- Represent and advise City officials and City staff in legal matters.
- Draft and/or review ordinances, resolutions, contracts and other legal documents. (M 4, 5, 6)
- Coordinate and monitor outside legal service providers retained to represent the City in its ongoing operations. (M 1, 2)
- Supervise and administer the Code Enforcement Division, including prosecution of City Code violations. (M 7)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Draft and implement Administrative Remedies Ordinance.
- Revise Heritage Tree Ordinance.
- Assist Community Development Department in continuing to update zoning provisions of the Mountain View City Code.
- Continue to assist in implementation of BMR in-lieu fee program for affordable housing.
- Coordinate and support Community Development Department's development of City property at the Charleston East Site.
- Continue periodic revisions of the Mountain View City Code relating to code enforcement and zoning and development of enforcement strategies.
- Prepare DDA, ground lease and additional transactional documents for planned efficiency studio development.
- Revise and finalize documents for CSMA.
- Prepare agreements for Graham Reservoir project.
- Implement EGTRRA for City's Deferred Compensation Plan.
- Finalize documents and implement retiree's medical and dental reimbursement plan (Firefighters).

CITY ATTORNEY'S OFFICE DEPARTMENT SUMMARY

- Finalize agreement with Los Altos Elementary School District for Springer School playing field improvements.
- Follow and support measure providing immunity for neighborhood emergency preparedness or relief activity through the State Legislature.
- Finalize agreements for 369 Whisman Road, 495 Whisman Road and 464 Ellis Street (Keenan-Lovewell Development) regarding T.O.D. development.

MAJOR DEPARTMENT CHANGES

- General Operating Fund:
 - Temporarily Unfund One-Third of an Assistant City Attorney Position. (\$42,400)
 - Temporarily reduces budget for one-third of an Assistant City Attorney position.
Affects case load capacity and may affect timeliness of service.
 - Miscellaneous Reductions (\$18,000)
 - Reduces attorney's books and travel budget, reduces code enforcement travel budget and reduces code enforcement emergency abatement budget. *No significant impact anticipated.*
 - Code Enforcement Professional Services (\$12,000)
 - Reduces budget available for code enforcement prosecutions. *Potential significant impact on code enforcement prosecutions.*

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
City Attorney's Office:					
1. Total cost of legal services, in-house and outside counsel, as a percent of General Fund budget	<2%	0.69%	<2%	0.38%	<2%
2. Total cost of project-related legal services or specialty services (i.e., Revitalization) as a percent of individual budget	<0.5%	0.26%	<0.5%	0%	<0.5%

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
3. Percent of claims entered into the claim reporting system, reported to ACCEL and directed to appropriate departments for response within 5 working days of receipt of the claim. ^(A)		New for FY 2001-02	>90%	92%	>90%
4. Percent of routine contracts reviewed within 10 working days	>85%	97%	>85%	97%	>85%
5. Percent of complex contracts reviewed within 20 working days	>80%	90%	>80%	96%	>80%
6. Percent of CC&Rs reviewed within 30 working days	>85%	85%	>85%	85%	>85%
7. Percent of code enforcement cases responded to within 5 working days of receipt of complaint or observation of violation.				New for FY 2002-03	>95%

^(A) For Fiscal Year 2002-03, reporting time changed from 72 hours to 5 working days.

CSE/BUD
LHP-013-01^

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
City Attorney	1	1	1
Sr Assist City Attorney	2	2	2
Assistant City Attorney	1	1	1 *
Code Enforcement Officer I/II	2	2	2
Exec Asst to the City Attorney	1	1	1
Legal Secretary	1	1	1
Secretary	1	1	1
Total Permanent	9	9	9
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	9	9	9

* Unfunded .33 Assistant City Attorney position for Fiscal Year 2002-03.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 973,277	1,031,911	1,067,267
Supplies and Other Services	102,919	137,950	107,950
Capital Outlay	0	8,600	0
Interfund Expenditures	2,385	5,000	4,200
TOTAL EXPENDITURES	\$ 1,078,581	1,183,461	1,179,417

FUNDING SOURCES	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
General Operating Fund	\$ 1,076,936	1,173,461	1,169,417
Shoreline Regional Park Community	0	10,000	10,000
Liability Self-Insurance	1,645	0	0
TOTAL FUNDING	\$ 1,078,581	1,183,461	1,179,417

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
General Service Charge	\$ 0	0	15,000
Miscellaneous Revenue	1,365	0	5,000
Interfund Revenue Transfers	71,000	0	0
TOTAL REVENUES	\$ 72,365	0	20,000

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 760,383	886,849	909,451
Wages	85,223	0	0
Benefits	127,671	145,062	157,816
	<u>\$ 973,277</u>	<u>1,031,911</u>	<u>1,067,267</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 40,280	36,000	31,000 *3
Maintenance and Operations	160	200	200
Utilities	1,777	5,850	5,850
Professional/Technical Svcs	42,662	67,400 *1	55,400 *4
Other Expenses	18,040	28,500 *2	15,500 *5
	<u>\$ 102,919</u>	<u>137,950</u>	<u>107,950</u>

*1 Includes increased funding of \$15,000 to contract for a Code Enforcement prosecutions Attorney.

*2 Includes funding of \$5,000 for Code Enforcement emergency abatements.

*3 Includes reduced funding of \$5,000 for attorney's books.

*4 Includes reduced funding of \$12,000 for Code Enforcement professional services.

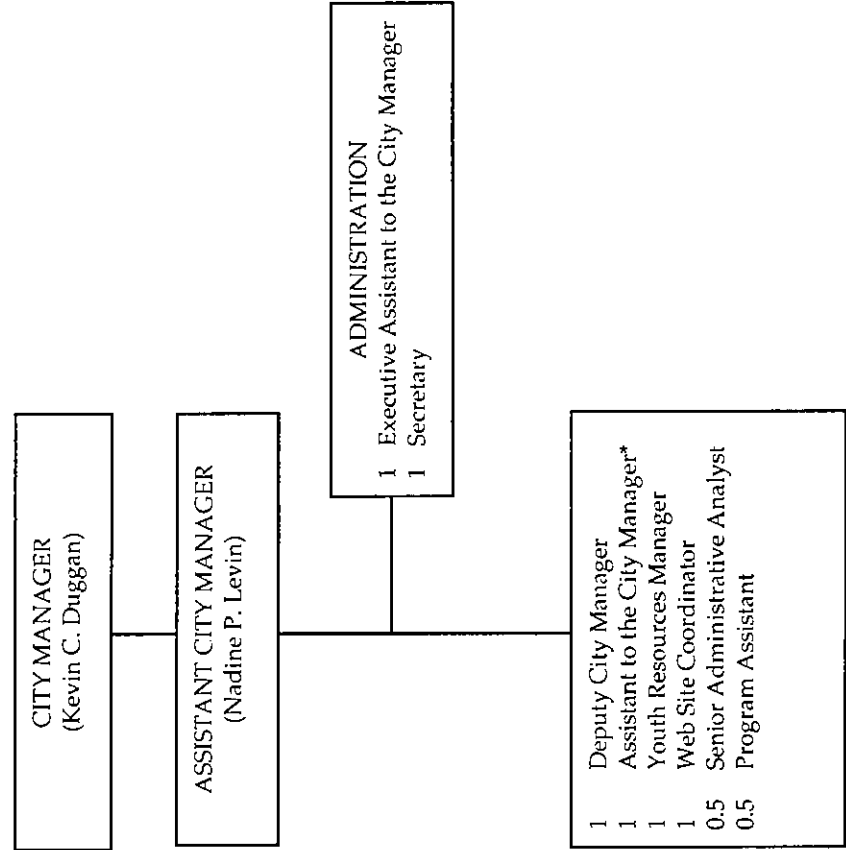
*5 Includes reduced funding of \$13,000 for miscellaneous items such as travel and Code Enforcement emergency abatement funds.

CITY MANAGER'S OFFICE

The City Manager is appointed by the City Council. The City Manager's Office provides: professional leadership in the administration and execution of policies and objectives formulated by the City Council; effective management to the City organization; accurate information about City services and issues to the community through a public information program, including the community outreach program and web site development; and promotes the City's best interests in interactions with other levels of government.

City Administration responsibilities include: providing professional leadership in the administration and execution of policies and objectives formulated by the City Council; developing and presenting to the City Council solutions and strategies in response to community issues; and planning and executing programs to meet the current and future needs of the City of Mountain View.

CITY MANAGER’S OFFICE



FISCAL YEAR 2002-03 POSITION TOTALS: 8.0 Full-Time
 1.0 Permanent Part-Time

*Position underfilled at Senior Administrative Analyst level for Fiscal Year 2002-03.

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER–CITY MANAGER

DEPARTMENT MISSION STATEMENT

To support the City Council in the development and execution of their goals and policies and to provide leadership and guidance to City departments in the delivery of City services.

DEPARTMENT FUNCTIONS

- Manage coordination of Council meeting agenda preparation process.
- Develop and present to the City Council solutions and strategies in response to community issues. (M 1)
- Provide leadership to City departments in the execution of policies, objectives and programs adopted by the City Council. (M 2)
- Respond to all City Council and citizen inquiries received by the City Manager's Office in a timely manner. (M 3)
- Assist the City Council in its annual setting of major City goals and track departments' progress in achieving City-wide goals.
- Develop and submit an annual City budget to the City Council and support City Council revenue enhancement and efforts in long-term financial planning.
- Support the City Council's legislative advocacy. (M 4)
- Manage the City's Community Relations Program by providing information to the community through public forums, *The View*, government access programming, web site, Automated Citizen Information Service (ACIS), the Community Outreach Program and City publications. (M 5)
- Provide staff support to the Human Relations Commission. (M 6)
- Provide City liaison to various community groups and nonprofit organizations. (M 7)
- Coordinate the City's environmental compliance issues. (M 8)

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Coordinate the City's provision of youth services and programs.
- Continue to work in cooperation with the Public Works Department on the concept of an intergenerational facility at the Senior Center site.
- Continue to coordinate the implementation of the City of Mountain View Centennial Celebration.
- Continue to manage the City's coordination of Moffett Complex/NASA Ames issues, including:
 - NASA's implementation of its Ames Development Plan project.
 - Potential acquisition/use of the Moffett Boulevard/Middlefield Road Federal property.
- In conjunction with the Employee Services Department continue to develop and refine the City's organizational development program.
- Continue refinement of a City-wide performance measures program.
- Coordinate updates to environmental management databases.
- Continue to work in collaboration with the Proposition 10 North County Steering Committee to develop and implement early childhood services/programs.

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

MAJOR DEPARTMENT CHANGES

- General Operating Fund:
 - Eliminate Community Relations Manager Position (\$86,100)

Eliminates the Community Relations Manager position which is responsible for centralized public information. *Continues reliance on contract and existing staff at a reduced level.*
 - Outside Assistance (\$22,500)

Reduces outside assistance for the performance measurement program and Ames/Moffett issues. *No significant impact on performance measure program. Funding to be requested if needed for Ames/Moffett issues.*
 - Temporary Underfilling of Assistant to the City Manager Position (\$20,000)

Temporarily underfills Assistant to the City Manager position at the Senior Administrative Analyst level. *May require work to be transferred to other staff and may affect timeliness of service.*
 - Miscellaneous Reductions (\$14,200)

Reduction in supplies, training and travel budgets. *No significant impact anticipated.*
- General Fund Reserve:
 - Web Site Consulting Services (one-time expenditure) \$10,000

Provides one-time funding for outside contract assistance for complex web site development activities. *Allows flexibility in maintaining and expanding the City's web site.*
- Cable Television Fund:
 - Mountain View Community Television (KMVT) Funding \$111,900

Overall, cable franchise revenues are expected to increase by \$159,900 during Fiscal Year 2002-03. As required by the contract between the City and KMVT, KMVT will receive an additional \$83,900 from the City for public access (\$63,950) and government access (\$47,950) support services it provides to the community and City.
 - Replenish Miscellaneous Supplies and Maintenance Account \$20,000

The Agreement with the cable operator states the City will pay for the maintenance and repair of all City-owned cable television equipment. In 1993, Council approved an appropriation of \$38,700 for such maintenance and repair, and approved a resolution appropriating the remaining balance of these funds each

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

fiscal year until the funds were depleted. These funds have been depleted as of June 30, 2002 and additional funds are needed for Fiscal Year 2002-03.

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
City Manager's Office:					
1. Percent of time an action or decision (on a New Business item prepared by the City Manager's Office) can be made or taken when an item is first brought to Council	>95%	100%	>95%	100%	>95%
2. Percent of City Manager's Office cost as a percent of the General Fund operating budget	<2%	1.55%	<2%	1.46%	<2%
3. Percent of written inquiries received by the City Manager's Office via Citygram that are responded to within 10 days	>95%	100%	>95%	92% ^(A)	>95%
4. Number of communications regarding the City's position on legislation or legislative issues made annually to the State Legislature, Congress and other branches of government	20	14	20	17	20
5. Percent of Community Outreach Program information requests that are responded to within 10 days	>95%	95%	>95%	100%	>95%
6. Percent of time an action or a decision can be made on an agenda item by the Human Relations Commission and subcommittees	>95%	100%	>95%	100%	>95%
7. Number of community group and nonprofit organization meetings attended by City Manager's Office staff	50	50	50	81	50
8. Percent of time comments submitted within public comment period on environmental reports, regulations, legislation or report reviewed by City Manager's Office (necessity of commenting determined on a case-by-case basis)	>90%	100%	>90%	100%	>90%

^(A) One Citygram responded to 12 days after receipt because the staff person responsible was on vacation.

LF/BUD/LHP-601-01^

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
City Manager	1	1	1
Assistant City Manager	1	1	1
Deputy City Manager	1	1	1
Assistant to the City Manager	1	1	1 *3
Community Relations Manager	1	1	0 *4
Youth Resources Manager	0	1 *1	1
Web Site Coordinator	1	1	1
Senior Administrative Analyst	0.50	0.50	0.50
Program Assistant	0	0.50 *2	0.50
Exec Asst to the City Manager	1	1	1
Secretary	1	1	1
Total Permanent	8.50	10	9
Total Part-Time Hourly	0.48	0.48	0.48
TOTAL POSITIONS	8.98	10.48	9.48

*1 Addition of a placeholder Youth Services Position (retitled Youth Resources Manager during the fiscal year).

*2 Conversion of half time hourly Program Assistant (Community Outreach Coordinator) to permanent half time.

*3 Budgeted at Senior Administrative Analyst Level for Fiscal Year 2002-03.

*4 Eliminated the Community Relations Manager position.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 925,513	1,260,231	1,175,084
Supplies and Other Services	754,633	1,031,418	800,370
Capital Outlay	5,268	4,575	2,900
Interfund Expenditures	149,122	144,030	265,000
TOTAL EXPENDITURES	\$ 1,834,536	2,440,254	2,243,354

FUNDING SOURCES	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
General Operating Fund	\$ 1,027,018	1,382,417	1,311,324
General Fund Reserve	0	333,500	94,432
Cable Television	658,510	610,075	758,000
Shoreline Regional Park Community	149,008	114,262	79,598
TOTAL FUNDING	\$ 1,834,536	2,440,254	2,243,354

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Franchise Fees	\$ 497,072	480,100	640,000
Miscellaneous Revenue	73,000	73,000	73,000
Interfund Revenue Transfers	55,536	51,720	0
TOTAL REVENUES	\$ 625,608	604,820	713,000

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 751,391	999,507	950,114
Wages	42,279	75,090 *	35,900
Benefits	131,843	185,634	189,070
	\$ 925,513	1,260,231	1,175,084

* Includes one-time funding of \$40,000 for temporary help associated with the centennial celebration.

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 63,321	42,198	40,698
Maintenance and Operations	3,462	2,179	2,179
Utilities	2,002	1,560	960
Professional/Technical Svcs	605,925	484,836 *1	584,266 *3
Other Expenses	79,923	500,645 *2	172,267 *4
	\$ 754,633	1,031,418	800,370

*1 Includes increased funding of \$46,600 for cable public access. This increase is offset by increased cable franchise revenue.

*2 Includes one-time fundings of \$225,000 for the Centennial celebration, \$40,000 for organizational evaluations, \$40,000 for Shoreline Regional Park Community environmental impact studies, \$10,000 for web site consulting services, \$4,150 for Cable Fund small equipment purchases, and \$15,000 for social services needs assessment; includes ongoing funding of \$5,000 for Human Relations Commission diversity activities.

*3 Includes increased funding of \$111,930 for cable public access (offset by increased cable franchise revenue) and decreased fundings of \$15,000 for the performance measurement program and \$7,500 for Ames/Moffett Assistance.

*4 Includes reduced fundings of \$96,250 for the Inet lease and \$14,200 for miscellaneous items such as training, conference and travel. Includes increased funding of \$20,000 for miscellaneous cable maintenance and replacement. Includes one-time fundings of \$10,000 for web site consulting services and rebudgeting the balance of Centennial Event funding of \$84,500.

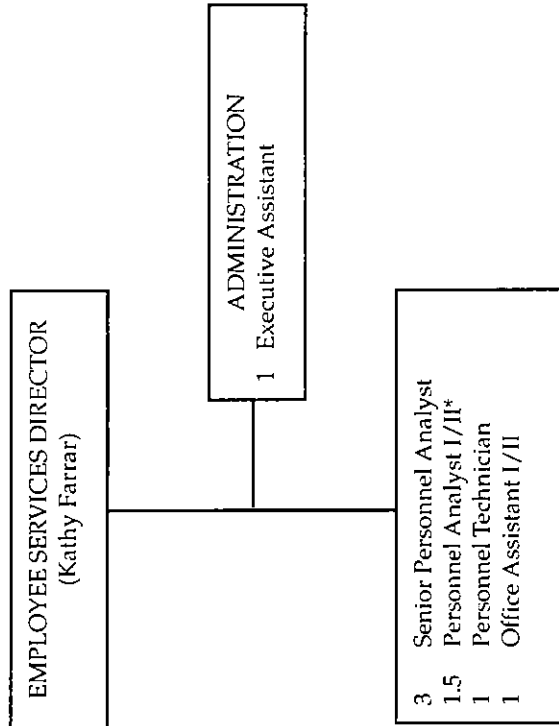
EMPLOYEE SERVICES DEPARTMENT

The Employee Services Department strives to provide the highest quality of service to City departments, employees and prospective employees.

This Department recruits, selects and places personnel; conducts labor relations, equal employment opportunity and employment development activities; coordinates organizational development efforts including new employee orientations and training programs; administers the City's compensation and benefits program; and conducts special studies and new programs in order to improve the quality of service to employees and the public.

The City strives to hire and retain excellent employees throughout the organization. To do this, the Department recruits the best people it can find and monitors the City's salary and benefits plan for competitiveness. The City values its employees and provides numerous mechanisms to encourage professional growth. The City provides the necessary on-the-job training and designs and implements supervisory and other management training programs for recently promoted employees, as well as existing employees.

EMPLOYEE SERVICES DEPARTMENT



FISCAL YEAR 2002-03 POSITION TOTALS:

*Unfunded .50 permanent part-time Personnel Analyst I/II position for Fiscal Year 2002-03.

EMPLOYEE SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER-EMPLOYEE SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

To attract and retain the most appropriately qualified employees.

DEPARTMENT FUNCTIONS

- Develop and maintain infrastructure for administering effective personnel/employee relations functions. (M 1, 2, 3, 4)
- Manage and maintain positive labor relations with represented employee groups through negotiations and administration of Memorandums of Understanding. (M 1, 4)
- Evaluate and update the City's classification plan through periodic salary surveys, classification and reclassification studies and implement changes to the City's compensation plan as needed. (M 5)
- Coordinate the review of compensation for unrepresented employees.
- Plan and conduct training for employees in personnel-related issues and for supervisors/managers to improve their supervisory skills.
- Manage and coordinate the City's grievance and appeals process and assist departments with all disciplinary actions. (M 1)
- Fill vacant positions as quickly and cost effectively as possible while adhering to equal employment principles. (M 2, 6, 7)
- Manage and administer the City's employee benefits.
- Orient all new employees to the City and conduct interviews with all employees who separate from City service. (M 8)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Manage the City-wide Organization Development Committee to identify, manage and improve organizational culture.
- With assistance from the City-wide Organization Development Committee, develop and implement a comprehensive training program for lead, supervisory and management employees, including leadership training.
- Coordinate the development and implementation of recruitment and retention initiatives.
- In conjunction with Finance and Administrative Services Department, implement Phase I of the new HR/Payroll system.
- Develop strategies for succession planning in response to a number of upcoming retirements.

EMPLOYEE SERVICES
DEPARTMENT SUMMARY

- Review retirees health plan program and recommend changes to the City Council with input from a task force comprised of employee group representatives.
- Conduct special training in drug and alcohol abuse, sexual harassment and other training as necessary.
- Evaluate and implement changes to the City's policies and procedures, including employer-employee relations ordinance, family medical leave and employment of hourly/temporary employees.
- Evaluate new performance evaluation/merit systems, including bonus plans.
- Review City policies relating to resolution of unfair labor practices that may be impacted by Senate Bill 739.

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Temporarily Unfund Half-Time Personnel Analyst Position (\$46,000)

Temporarily reduces budget for half-time Personnel Analyst position. *No significant anticipated impact due to hiring freeze and anticipated slow down in recruitment activity.*

Labor Negotiations (\$25,000)

Moves funding for labor negotiations to one-time as needed. The Fire and Police unions have signed long-term contracts. SEIU will be the only union requiring labor negotiations in Fiscal Year 2002-03. *No significant impact anticipated.*

Recruitments (\$20,000)

Reduces services related to recruitments. *No anticipated impact during hiring freeze and anticipated slow down in recruitment activity.*

Organizational Development (\$11,500)

Reduces budget for organizational development training activities. *Reduces flexibility in undertaking some organizational development programs.*

Miscellaneous Reductions (\$10,400)

Reduces budget for overtime, supplies and the contribution to the Mountain View Employees Association. *No significant impact anticipated.*

**EMPLOYEE SERVICES
DEPARTMENT SUMMARY**

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Employee Services Department:					
1. Percent grievances resolved prior to reaching the formal Appeals Board	>95%	95%	>90%	67% ^(A)	>90%
2. Average number of days to complete competitive recruiting and exam process from date of job posting of position	<90	46	<80	44	<80%
3. Percent of newly hired employees completing probationary period	>98%	96%	>98%	90% ^(B)	>98%
4. Employee turnover rate	<10%	12%	<10%	5.75%	<10%
5. Percent of classification reviews analyzed within 90 days of request		New for FY 2001-02	>90%	85% ^(C)	>90%
6. Cost per job placement	<\$3,000	\$3,200	<\$3,000	\$4,739 ^(D)	<\$3,000
7. Percent of recruitments/vacant positions filled by existing personnel (excludes promoting within positions classified as I/II)	>30%	32%	>30%	30%	>30%
8. Percent of new employee orientations conducted within 7 days of hire		New for FY 2001-02	>98%	98%	>98%

^(A) There have been three grievances, of which one was heard by the appeals board.

^(B) Sixteen nonsafety employees released during their 12-month probationary period.

^(C) Low due to time taken to collect additional data and correct the consultant's calculation of salary data requiring additional levels of internal review.

^(D) Cost per job placement includes personnel costs which remain constant throughout the year. Only 16 recruitments occurred in the second, third and fourth quarters compared to 31 recruitments in the first quarter.

KF/BUD
LHP-031-01^

**EMPLOYEE SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Employee Services Director	1	1	1
Senior Personnel Analyst	2	3 *1	3
Personnel Analyst I/II	1.50	1.50	1.50 *2
Personnel Technician	0	0	1 *3
Executive Assistant	1	1	1
Secretary	1	1	0 *3
Office Assistant I/II	1	1	1
Total Permanent	7.50	8.50	8.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	7.50	8.50	8.50

*1 Addition of a Senior Personnel Analyst position.

*2 Unfunded permanent part-time .50 Personnel Analyst I/II position for Fiscal Year 2002-03.

*3 Mid-Year reclassification of a Secretary position to Personnel Technician.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 643,924	805,116	831,379
Supplies and Other Services	353,012	436,750	397,175
Capital Outlay	0	2,400	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 996,936	1,244,266	1,228,554

FUNDING SOURCES	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
General Operating Fund	\$ 992,089	1,228,266	1,187,554
General Fund Reserve	0	0	25,000
Workers Compensation Insurance	0	6,000	6,000
Employee Benefits	4,847	10,000	10,000
TOTAL FUNDING	\$ 996,936	1,244,266	1,228,554

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Miscellaneous Revenue	\$ 380	0	0
TOTAL REVENUES	380	0	0

**EMPLOYEE SERVICES
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 537,687	668,745	687,172
Wages	8,971	4,440	4,440
Benefits	97,266	131,931	139,767
	<u>\$ 643,924</u>	<u>805,116</u>	<u>831,379</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 43,958	34,400	26,400 *3
Maintenance and Operations	896	350	350
Utilities	0	0	0
Professional/Technical Svcs	151,042	237,800 *1	211,300 *4
Other Expenses	157,116	164,200 *2	159,125 *5
	<u>\$ 353,012</u>	<u>436,750</u>	<u>397,175</u>

*1 Includes increased funding of \$35,000 for organizational development and \$5,000 for safety glasses.

*2 Includes increased funding of \$9,600 for the Employees Association and \$13,000 for increased tuition reimbursement resulting from contract negotiations.

*3 Includes reduced fundings of \$5,000 for recruitment advertising and \$3,000 for general office supplies.

*4 Includes reduced fundings of \$11,500 for organizational development, \$10,000 for labor relations and \$5,000 for pre-employment physicals.

*5 Includes reduced funding of \$5,100 for the employee association contribution.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

The Finance and Administrative Services Department is responsible for administration of the financial affairs and internal support activities of the City; provision of financial support services to all City departments and programs; management of the annual independent audit; and administration of the Information Services, Document Processing, Purchasing and Risk Management functions. The department also provides staff support to the Council Finance Committee, Investment Review Committee and the Council Technology Committee.

ADMINISTRATION

Administration is responsible for the management of the Finance and Administrative Services Department.

FINANCIAL MANAGEMENT DIVISION

The Financial Management Division consists of the Budget and Analysis, Treasury, Payroll and Revenue functions.

The Budget and Analysis Section provides analytical and informational support to the City Council and other City departments as needed. This section analyzes economic trends and forecasts revenues, expenditures and balances for the current year as well as future years. In addition, Budget and Analysis manages the budget system and produces the Narrative, Proposed and Adopted Budget documents.

The Treasury Section is responsible for cash flow and portfolio management, investment of City funds and monitoring of special assessment districts.

The Payroll Section processes timecards; payroll documents and biweekly payroll for all City employees; and prepares reports relating to retirement, insurance, deferred compensation and taxes.

The Revenue Section processes billing and collection for the City's water, wastewater and solid waste utilities; business licenses; and miscellaneous accounts receivable. All moneys due to, or collected by, other City departments are forwarded to this section for deposit and tracking in the City's financial system. In addition, this section is the Finance and Administrative Services Department's primary customer service contact point.

ACCOUNTING DIVISION

The Accounting Division manages and maintains the general accounting and financial records of the City. This division is also primarily responsible for the external audit of the City's financial records and preparation of the Comprehensive Annual Financial Report. The Accounts Payable function within the Accounting Division matches and reconciles all invoices, purchase requisitions, purchase orders, contracts and agreements prior to processing payments of City obligations.

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division manages centralized information systems, support services and purchasing activities of the City.

The Information Services Section plans, maintains and manages the City's computerized information systems and communication networks. Services include systems analysis and design, project management, programming, computer operations, training, computer equipment maintenance, software selection and vendor management.

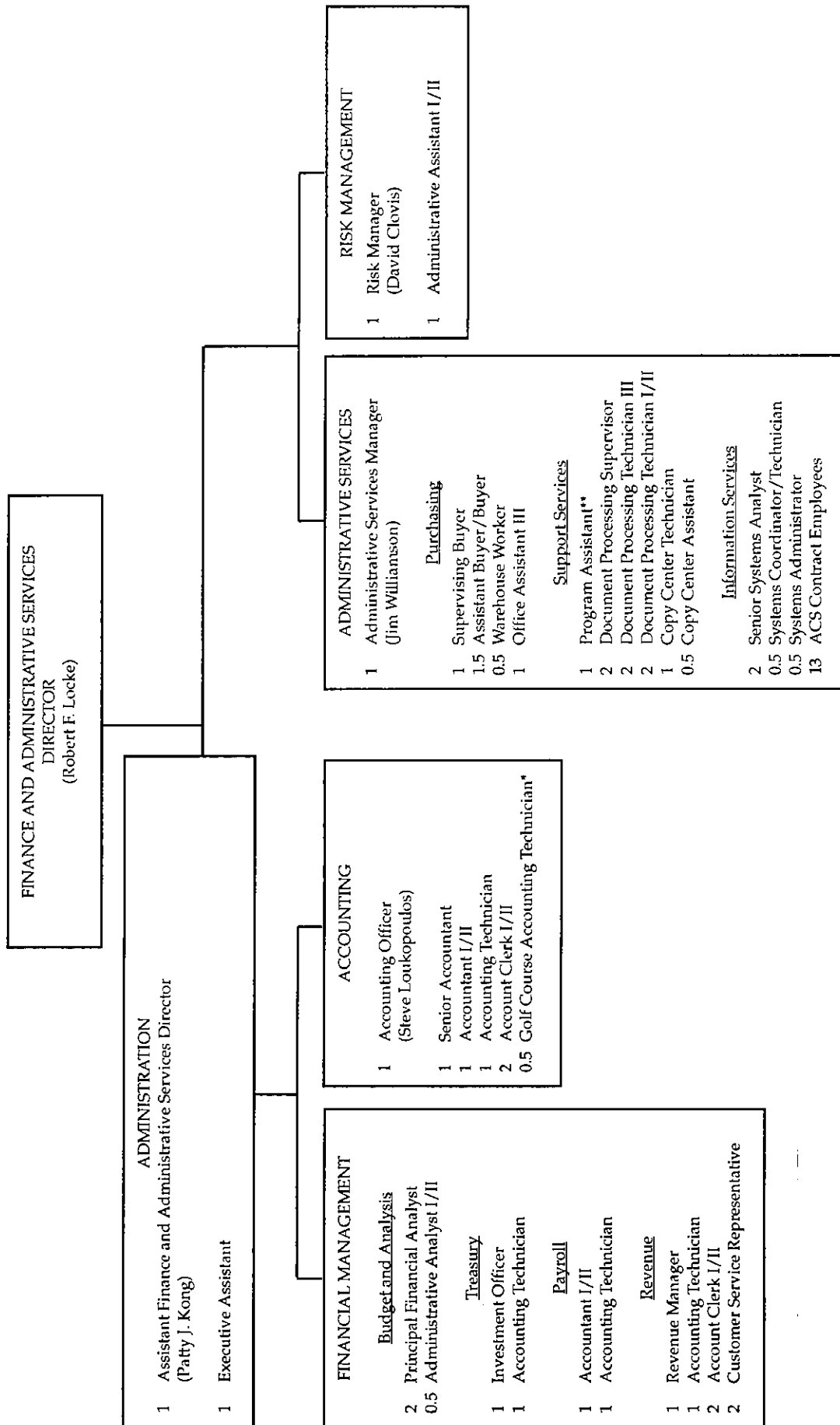
The Support Services Section provides document processing, graphic design, printing, document reproduction, telecommunications and other administrative services to City departments.

The Purchasing Section assures acquisition of price-competitive equipment, services and supplies for City departments. Other services include issuing requests for bid; vendor selection; equipment, supplies and mail delivery; warehousing of operating inventories; training; and sale of surplus equipment.

RISK MANAGEMENT DIVISION

Risk Management is responsible for managing the City's loss control and risk reduction programs. The City's risk exposures are managed by acquiring insurance, requiring vendors to have insurance and assisting in the maintenance of a safe workplace. This program encompasses the City's comprehensive general liability; property; loss control; workers compensation; long-term disability; and unemployment programs, including the City's self-insurance reserves and excess catastrophic coverage. Risk Management is also responsible for State and OSHA reports and provides guidance to City departments in determining insurance requirements for contracts.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT



FISCAL YEAR 2002-03 POSITION TOTALS: 37.0 Full-Time
3.0 Permanent Part-Time
13.0 Contract

*Located in the Finance and Administrative Services Department but budgeted in the Community Services Department.
**Unfunded .50 Program Assistant position for Fiscal Year 2002-03.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER—FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

To support the planning and management of the City's fiscal affairs and to provide internal administrative services to all City departments.

DEPARTMENT FUNCTIONS

- Plan, monitor and report in a timely and accurate manner the City's financial and budgetary position; provide financial analysis and recommendations on major issues facing the City. (M 1)
- Manage the City budget process and produce the annual City budget.
- Manage investment of City funds with the objectives of meeting cash flow requirements and minimizing risk while earning market rates of return. (M 2)
- Manage the City's debt obligations, including special assessment debt; monitor and manage the City's credit rating; recommend and supervise issuance of new debt as appropriate.
- Provide timely, accurate and cost-efficient payroll processing. (M 3, 4, 5)
- Process and collect charges for utility and miscellaneous services, providing a high level of accuracy and customer service to residents and businesses. (M 6, 7)
- Manage the City's centralized financial and budgetary control systems, delivering accurate and timely processing of financial transactions and on-time information. (M 8, 9, 10)
- Manage the City's annual independent audit and preparation of the Comprehensive Annual Financial Report, required State reports and other reports as necessary.
- Provide centralized purchasing services and sale of surplus equipment. (M 11, 12)
- Manage and support the planning, development, operation and enhancement of information systems, providing a reliable City-wide network, electronic mail, public access, City Internet web site, microcomputer support and technical support of computer applications in City departments. (M 13, 14)
- Provide centralized document processing, document reproduction and voice mail services. (M 15, 16)
- Manage the City's comprehensive general liability, property, loss control, Workers' Compensation, long-term disability and unemployment insurance programs, including self-insurance programs and excess insurance for catastrophic loss coverage. (M 17, 18, 19)

FINANCE AND ADMINISTRATIVE SERVICES

DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Coordinate and manage preparation of Fiscal Year 2003-04 City budget.
- Complete implementation of financing plan for a new Downtown parking structure, including issuance of long-term debt.
- Complete implementation of financing plan for water system storage capacity expansion and other improvements by issuing debt as appropriate.
- Closely monitor and report on developments at the State and local level affecting City finances.
- In conjunction with the Employee Services Department, implement Phase I of the new HR/Payroll system.
- Manage adjustments to department operations in response to budget reductions.
- Prepare City's Comprehensive Annual Financial Report (CAFR) for Fiscal Year 2001-02 in compliance with new governmental GAAP standards (GASB 34).
- Continue to support the installation of a Maintenance Management System in the Public Works Department and its integration with the City's Geographic Information System (GIS).

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Financial Management:					
1. Accuracy of final budget numbers—percent of budget corrections needed due to error	<2%	0.5%	<2%	1.5%	<2%
2. Percent of time portfolio's target of market risk (modified duration) is within 3 percent of the benchmark (policy requires 25 percent of time within 3 percent and 100 percent of time within 15 percent)	>50%	83% ^(A)	>50%	83% ^(B)	>50%
3. Cost per payroll check issued (cost of payroll operation to total paychecks issued)	<\$11.00	\$10.01	<\$11.00	\$10.92	<\$11.00
4. Percent of reissued payroll checks versus total issued	<2%	0.12%	<2%	0.5%	<2%
5. Payroll checks issued	19,750	20,706	20,000	22,067	20,000

FINANCE AND ADMINISTRATIVE SERVICES

DEPARTMENT SUMMARY

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
6. Percent utility bills processed and mailed seven days from last meter reading date	>95%	100%	>95%	100%	>95%
7. Percent of utility and accounts receivable accounts written off as a percent of total receivables	<3%	1.27%	<3%	0.02%	<3%
Accounting:					
8. Percent of correcting accounting entries to total accounting entries	<25%	14%	<20%	13.91%	<20%
9. Percent of month-end closes completed within 10 working days (target assumes July and June will not close within 10 working days due to year-end workload)	>83%	83%	>83%	83%	>83%
10. Cost per vendor check issued	<\$18.10	\$17.12	<\$17.75	\$18.40	<\$20.00 ^(C)
Administrative Services:					
11. Cost of procurement services as a percent of total dollars spent	<4%	3.07%	<4%	3.4%	<4%
12. Percent of time purchase orders issued timely	>75%	87%	>75%	89%	>75%
13. Cost of information services as a percent of total City department expenditures	<3%	1.36%	<3%	2%	<3%
14. Percent of time network is up	>98%	98.6%	>98%	99%	>98%
15. Percent of time Document Processing documents are completed timely	>80%	95.8%	>90%	100%	>90%
16. Percent of time Copy Center documents are completed timely	>80%	99%	>90%	99%	>90%
Risk Management:					
17. Percent of Workers' Compensation program costs to total payroll	<5%	2.3%	<5%	2.24%	<5%
18. Percent of hours lost to occupational injury compared to total hours worked	<1.5%	0.86%	<1.5%	0.87%	<1.5%
19. Percent of dollars recovered compared to expenditures paid to repair damage due to third-party vehicle accidents	100%	100%	100%	100%	100%

^(A) In May and June, the City's portfolio duration was within 5 percent of benchmark.

^(B) In April and May, the City's portfolio duration was within 5 percent of benchmark.

^(C) Target for Fiscal Year 2002-03 increased due to increased usage in purchasing cards resulting in fewer checks being issued. Department will review this measure during the next fiscal year.

**FINANCE AND ADMINISTRATIVE SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Finance and Administrative Svcs Director	1	1	1
Assistant Finance and Admin Svcs Director	1	1	1
Administrative Services Manager	1	1	1
Risk Manager	1	1	1
Accounting Officer	1	1	1
Principal Financial Analyst	2	2	2
Investment Officer	1	1	1
Revenue Manager	1	1	1
Senior Systems Analyst	1	2 *2	2
Senior Accountant	1	1	1
Administrative Analyst I/II	1.50	1.50	1.50
Accountant I/II	1	1	2 *4
Supervising Buyer	1	1	1 *5
Document Processing Supervisor	2	2	2
Assistant Buyer/Buyer	0	0	1.50
Assistant Buyer	0.50	0.50	0 *6
Systems Coordinator/Technician	0.50	0.50	0.50
Systems Administrator	0.50	0.50	0.50
Program Assistant	1	1	1 *7
Accounting Technician	5	5	4 *4
Account Clerk I/II	4	4	4
Document Processing Technician III	2	2	2
Document Processing Technician I/II	3	3	2 *8
Storeskeeper/Buyer	1	1	0 *6
Warehouse Worker	0.50	0.50	0.50
Executive Assistant	1	1	1
Copy Center Technician	1	1	1
Copy Center Assistant	0.50	0.50	0.50
Customer Service Representative	2	2	2
Office Assistant III	1	1	1
Total Permanent	40	41	40
Total Part-Time Hourly	0.29	0.29	0.29
TOTAL POSITIONS	40.29 *1	41.29 *3	40.29 *3

*1 In addition, there are eleven positions provided by contract.

*2 FY00-01 mid-year reclassification of Utilities Project Manager position to Senior Systems Analyst, FY01-02 transfer of this Senior Systems Analyst position from the Public Works Department Utilities Division.

*3 In addition, there are thirteen positions provided by contract.

*4 Mid-Year reclassification of one Accounting Technician position to Accountant I/II.

*5 Mid-Year reclassification of Senior Buyer position to Supervising Buyer.

*6 Mid-Year reclassification of Assitant Buyer and Storeskeeper/Buyer positions to flexibly staffed Assistant Buyer/Buyer.

*7 Unfunded .50 Program Assistant position for Fiscal Year 2002-03.

*8 Eliminated one Document Processing Technician I/II position.

**FINANCE AND ADMINISTRATIVE SERVICES
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Finance and Admin. Services Admin.	\$ 797,908	872,422	892,069
Financial Management	960,811	1,271,852	1,281,744
Accounting	486,641	527,930	517,422
Administrative Services	2,851,979	3,873,153	3,860,725
Risk Management	2,387,462	2,873,493	3,100,235
	<u>\$ 7,484,801</u>	<u>9,418,850</u>	<u>9,652,195</u>
<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 2,902,170	3,648,224	3,804,998
Supplies and Other Services	4,547,643	5,752,626	5,787,297
Capital Outlay	20,492	0	42,000
Interfund Expenditures	14,496	18,000	17,900
TOTAL EXPENDITURES	<u>\$ 7,484,801</u>	<u>9,418,850</u>	<u>9,652,195</u>
<u>FUNDING SOURCES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Operating Fund	\$ 5,122,111	6,501,202	6,673,663
General Fund Reserve	0	155,000	0
Water	169,660	112,525	124,862
Workers Compensation Insurance	1,311,693	1,671,956	1,768,080
Unemployment Self-Insurance	17,317	67,250	67,250
Liability Self-Insurance	864,020	910,917	1,018,340
TOTAL FUNDING	<u>\$ 7,484,801</u>	<u>9,418,850</u>	<u>9,652,195</u>
<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Miscellaneous Revenue	\$ 47,320	10,000	5,000
Interfund Revenue Transfers	174,458	75,440	77,902
TOTAL REVENUES	<u>\$ 221,778</u>	<u>85,440</u>	<u>82,902</u>

FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To plan, manage and direct the operations of the Finance and Administrative Services Department.

PROGRAM FUNCTIONS

- Plan, monitor and report in a timely and accurate manner the City's financial and budgetary position; provide financial analysis and recommendations on major issues facing the City.
- Manage the provision of centralized financial and administrative services and establish the goals, objectives and priorities of the department consistent with those of the City Council and City Manager.
- Provide analytical support and long-range financial planning to the City Council, City Manager's Office and other departments.
- Recommend and oversee management of City financial policies.
- Direct the City's audit program and resolution of audit findings.
- Oversee the development and provision of information systems in a manner consistent with the City's goals and priorities.
- Represent City interests to rating agencies, financial service providers and other outside parties.
- Represent the department and coordinate inter- and intradepartment communications and projects.
- Provide leadership in the continuous effort to improve the quality of services provided by the department.
- Oversee the City's portfolio management program, assuring policy compliance in all aspects.
- Manage budget and timely payments to General Fund nonprofit agencies and City-wide memberships in municipal organizations.

FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATION

PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Coordinate and manage preparation of Fiscal Year 2003-04 City budget.
- Complete implementation of financing plan for a new Downtown parking structure, including issuance of long-term debt.
- Complete implementation of financing plan for water system storage capacity expansion and other improvements by issuing debt as appropriate.
- Closely monitor and report on developments at the State and local level affecting City finances.
- In conjunction with the Employee Services Department, implement Phase I of the new HR/Payroll system.
- Manage adjustments to department operators in response to budget reductions.
- Participate in the evaluation and review of hotel/conference proposals for the Charleston East site.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Professional Services and Miscellaneous Reductions (\$3,900)

Reduces overtime, miscellaneous professional services, training and travel budgets.
May affect timeliness of services.

SN/BUD
LHP-541-02^

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Finance and Administrative Svcs Director	1	1	1
Assistant Finance and Admin Svcs Director	1	1	1
Executive Assistant	1	1	1
Total Permanent	3	3	3
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	3	3	3

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 401,320	428,902	457,009
Supplies and Other Services	396,588	443,520	435,060
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 797,908	872,422	892,069

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Miscellaneous Revenue	\$ 306	0	0
Interfund Revenue Transfers	1,350	0	0
TOTAL REVENUES	\$ 1,656	0	0

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 348,108	373,307	395,639
Wages	90	0	0
Benefits	53,122	55,595	61,370
	<u>\$ 401,320</u>	<u>428,902</u>	<u>457,009</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 22,058	20,270	20,270
Maintenance and Operations	0	50	0
Utilities	172	1,200	1,200
Professional/Technical Svcs	109,139	118,700	116,300
Other Expenses	265,219	303,300 *1	297,290
	<u>\$ 396,588</u>	<u>443,520</u>	<u>435,060 *2</u>

*1 Includes increased funding of \$ 11,500 for Local Agency Formation Commission (LAFCO) dues, \$8,600 for Non-Profit Agencies and \$8,200 for League of California Cities dues; includes one-time rebudget of \$5,000 for Non-Profit Agencies.

*2 Includes decreased funding of \$3,500 for miscellaneous maintenance, contracts, and training.

FINANCE AND ADMINISTRATIVE SERVICES—FINANCIAL MANAGEMENT PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide financial analysis support; manage the City's financial resources; process timely and accurate payroll, utility billings and quality customer service.

PROGRAM FUNCTIONS

- Manage the City budget process and produce the annual City budget.
- Manage investment of City funds with the objectives of meeting cash flow requirements and minimizing risk while earning market rates of return.
- Manage the City's debt obligations, including special assessment debt; recommend and supervise issuance of new debt as appropriate.
- Provide timely, accurate and cost-efficient payroll processing.
- Process and collect charges for utility and miscellaneous services, providing a high level of accuracy and customer service to residents and businesses.
- Forecast, monitor and report financial trends and developments.
- Provide analytical support to other departments.
- Monitor and review fees for City services.
- Manage public counter, cashiering functions and the processing of all City revenues.
- Issue business licenses and administer the City's business license ordinance.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Prepare the Fiscal Year 2003-04 City budget.
- Implement Phase I of the payroll/human resource system replacement project.

FINANCE AND ADMINISTRATIVE SERVICES—FINANCIAL MANAGEMENT
PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Professional Services (556,300)

Reduces outside professional services for arbitrage calculation (no longer required) and other miscellaneous professional services. Moves funding for hotel audits to one-time as needed. *May affect ability of department to respond to unforeseen needs. Frequency of hotel audits changed from 25.0 percent every year to 50.0 percent every other year.*

Miscellaneous Reductions (5,900)

Reduces overtime, supplies, temporary help, training and travel budgets. *May affect timeliness of services.*

SN/BUD/LHP-541-03^

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department is responsible for the review of development and building activity to ensure compliance with zoning and building codes, economic development goals, General Plan policies, the California Environmental Quality Act (CEQA) and community objectives. The department assists the community in establishing land use and neighborhood plans and ensures the quality of new projects through the design and development review process. The Department staffs the Environmental Planning Commission (EPC), the Council Neighborhoods Committee, the Downtown Committee, the Visual Arts Committee and other citizen committees in addition to establishing and maintaining communications with citizens, developers, businesses, other governmental agencies and City departments. The Department also provides technical and policy support to the City Manager and other departments.

ADMINISTRATION

Administration is responsible for the management of the Community Development Department.

ADVANCE PLANNING DIVISION

Advance Planning participates in long-range local and regional planning activities. This Division assembles community data; develops and maintains the City's General Plan, precise plans and Zoning Ordinance; reviews and administers zone change proposals; and provides primary staffing to the EPC. This Division also provides information for private-sector businesses, investors and developers considering locations in Mountain View and participates in early discussions with people considering new development or uses in the City.

ECONOMIC DEVELOPMENT DIVISION

Economic Development is responsible for the City-wide economic development program. Economic Development staff serves as a primary contact and liaison with prospective new businesses who may need assistance in finding and developing an appropriate site. Another key function is retaining existing businesses by responding to situations where a business may need to expand or relocate. The program includes outreach efforts such as the corporate visitation program and regional economic development programs.

The Economic Development Division is also responsible for staffing the Downtown Committee and works closely with downtown businesses, property owners and developers. The programs are responsible for

recruitment and retention of downtown businesses, the review of public and private projects in the downtown, coordination for the continued improvement and maintenance of the downtown, and for implementation of the Downtown Precise Plan.

CURRENT PLANNING DIVISION

Current Planning is responsible for all matters concerning the implementation of the Zoning Ordinance, including the issuance of use permits, variance requests and planned unit development permits; review of private development projects for design and compliance with the Zoning Ordinance; CEQA review; subdivision design; and providing information to the public on regulations, zoning codes and development projects. The Division holds hearings on proposed projects through the Development Review Committee and the Zoning Administrator.

NEIGHBORHOOD PRESERVATION DIVISION

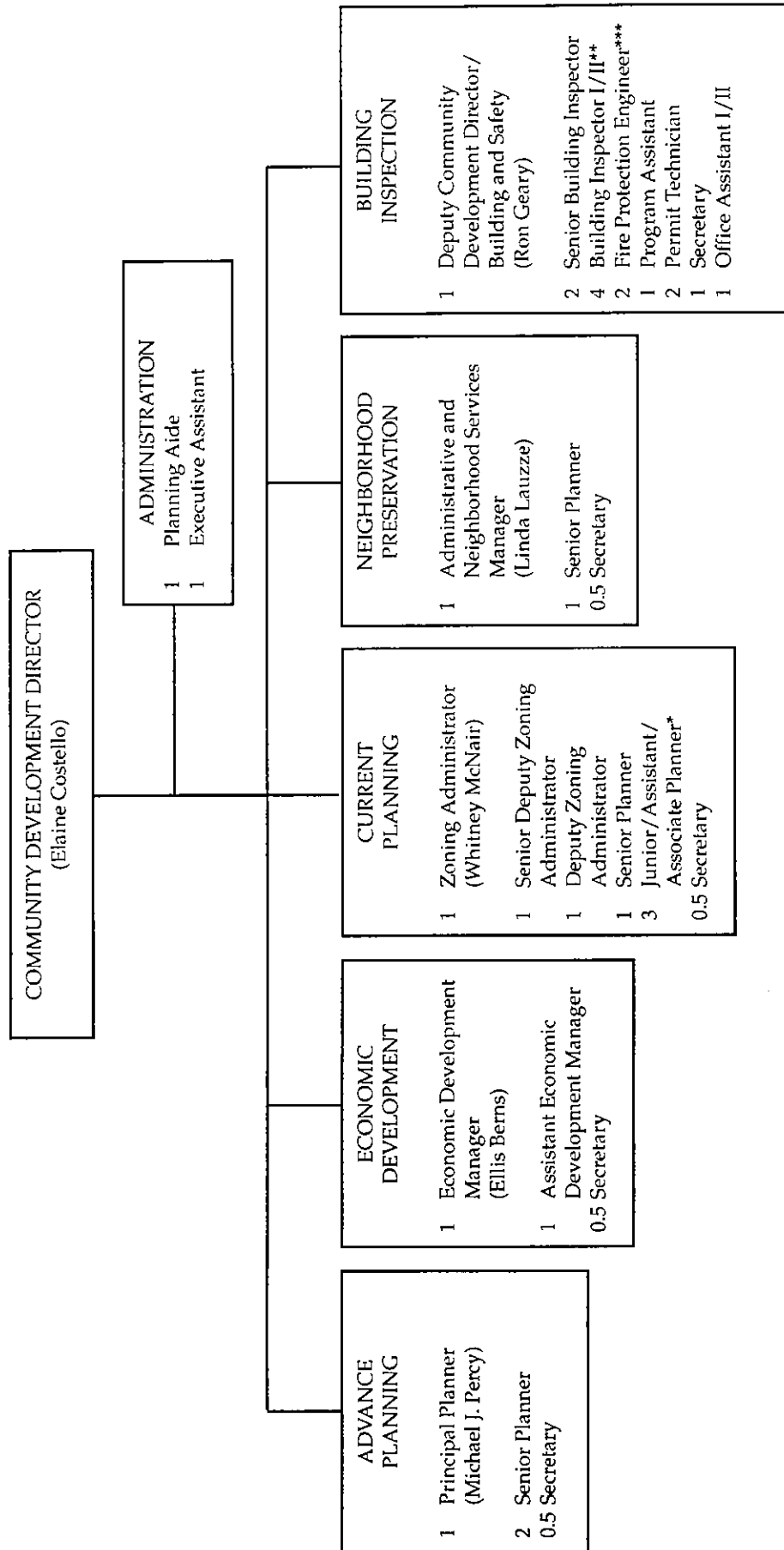
Neighborhoods handles a variety of neighborhood and housing-related issues, including affordable housing information, the Below-Market-Rate (BMR) housing program, a volunteer mediation program for neighborhood and tenant/landlord disputes, and other activities that support a variety of housing opportunities and promote quality neighborhoods. It is also responsible for staffing the Council Neighborhoods Committee, that hold neighborhood meetings throughout the City.

This Division also administers the Community Development Block Grant (CDBG) and HOME Federal funds allocated to the City by the U.S. Department of Housing and Urban Development. These grant funds benefit primarily low- and moderate-income citizens by funding affordable housing projects and community services and improvements.

BUILDING INSPECTION DIVISION

By locating the building inspection function in the Community Development Department, the City can provide true "one-stop" service to the public. The Division, which includes new construction fire prevention functions, reviews all construction plans to process applications in a coordinated and efficient manner to ensure compliance with the Building and Fire Code. The Building Division also inspects buildings under construction to ensure that they comply with these codes. In addition, Building Inspection staff provides information to citizens regarding home improvement regulations.

COMMUNITY DEVELOPMENT DEPARTMENT



FISCAL YEAR 2002-03 POSITION TOTALS: 31.0 Full-Time

* Unfunded one Junior/Assistant/Associate Planner position for Fiscal Year 2002-03.

** Unfunded two Building Inspector I/II positions for Fiscal Year 2002-03.

*** Located in Community Development Department but budgeted in Fire Department.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

DEPARTMENT MANAGER–COMMUNITY DEVELOPMENT DIRECTOR

DEPARTMENT MISSION STATEMENT

To provide land use, building development, neighborhood protection, economic development and environmental policy services.

DEPARTMENT FUNCTIONS

- Respond promptly to individual applications or Environmental Planning Commission/City Council-initiated General Plan and Zoning Ordinance amendments and precise plan changes. (M 1)
- Provide support for the comprehensive planning efforts of citizens, City Council and the Environmental Planning Commission. (M 2)
- Provide a foundation for long-range planning activities by maintaining comprehensive data bases on land use, demographics and economics.
- Manage and coordinate the corporate visitation program. (M 4)
- Retain existing businesses and attract new businesses throughout the City. (M 5, 6)
- Provide staff support to the Downtown Committee and subcommittees.
- Provide timely, professional assistance with the review of proposed subdivision applications and development applications for Development Review Committee and Zoning Administrator hearings. (M 8)
- Provide zoning and planning information to the public in a timely, complete, accurate and courteous manner. (M 8)
- Manage affordable housing programs that include the Below Market Rate (BMR) program, new affordable housing projects and oversight of Federally subsidized units.
- Provide staff support to the Council Neighborhoods Committee (CNC) and neighborhood programs. (M 9, 10, 12)
- Assist the City Council in allocating CDBG/HOME funding and monitor the use of these funds in compliance with Federal regulations. (M 11)
- Maintain the efficiency of the City's plan review and permit system and building fire life safety inspection elements of the City's development review process, while integrating the requirements of City departments and other public agencies with the customer's needs. (M 13, 14, 15)

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Manage development activity while ensuring quality development that is sensitive to community goals and consistent with City standards and continue to streamline the development review process.
- Continue participation in NASA/Ames Development Plan environmental planning and review process.
- Complete Phase II of the Downtown Precise Plan update (the Castro Street areas).
- Initiate development of a permanent historic preservation ordinance.
- Implement Housing Element actions identified by the Council as major goals for Fiscal Year 2002-03.
- Update the Industrial Districts Section of the Zoning Ordinance.
- Pursue the marketing and development of the City-owned Charleston East site for a hotel/conference center and cultural/educational use.
- Complete the study of the Conditional Use Permit process for downtown.
- Design and complete the financing plan for the California Street/Bryant Street parking structure.
- Continue support of the Downtown Committee and downtown initiatives, including:
 - Continue implementation of a downtown retail recruitment and marketing strategy.
 - Redevelopment of surplus City property.
 - Potential acquisition of strategic downtown properties.
- Develop and implement a City-wide economic development strategy/economic development plan.
- Continue management of the efficiency studio project by assisting with project funding and construction activities and monitoring tenant selections.
- Assist the Council Mobile Home Park Ad Hoc Committee in identifying issues at Santiago Villa and Sahara Mobile Home Parks and developing options to address those issues.
- Coordinate private development from design review through construction, including the following major projects:
 - 400 Castro Street (Tishman Speyer).
 - Downtown projects.
 - El Camino Real residential projects—Tuban Ford and Harry's Hofbrau sites.
 - Emporium site.
 - Alza Phase II.
 - Community School of Music and Arts.
 - Efficiency Studios project.
 - Centennial Plaza.
 - Whisman Station expansion.
 - Costco expansion.
- Adopt and implement the enforcement of the 2000 California Model Building and Fire Codes.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Advance Planning:					
1. Percent of time that staff analysis and recommendation on General Plan or rezoning applications are completed within the schedule established (when the application is complete)	>80%	100%	>80%	100%	>80%
2. Number of public policy issues (Agenda and Major Research items) researched for Planning Commission and Council meetings	30	39	30	31	30
3. Percent of time a work program and schedule for a long-range planning project is completed within the approved schedule	>80%	98%	>80%	97%	Discontinued
Economic Development:					
4. Percent of time corporate visits goal of 12 visits per year is met	>80%	67%	>80%	25% ^(A)	>80%
5. Percent of businesses that generate major sales tax to the City per year visited by staff	>50%	50%	>50%	50%	>50%
6. Number of businesses interested in relocating or expanding in Mountain View that Economic Development staff meets with	50	50	50	50	50
Current Planning:					
7. Percent of CEQA exempt applications that are acted upon within two months after applicant has submitted all required information	>85%	93%	>85%	96%	Discontinued
8. Land use applications processed by:					
• City Council	15	14	10	7	5
• Zoning Administrator	75	61	50	44	35
• Development Review Committee	135	107	125	63	85
• Over the Counter	90	166	100	177	100

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Neighborhood Preservation:					
9. Percent of mediation participants rating customer satisfaction level as "good" or higher	>80%	96%	>80%	87.5%	>80%
10. Percent of identified neighborhood areas included in neighborhood meetings sponsored by the Council Neighborhoods Committee	50%	50%	50%	66.7%	50%
11. Percent of Federally funded contracts carried out in compliance with City and Federal requirements	100%	100%	100%	100%	100%
12. Number of mediation requests handled	100	265 ^(B)	120	248 ^(C)	200
Building Inspection:					
13. Percent of time where City provides 24-hour building inspection response for those inspection requests received by 3:00 p.m. on weekdays	>95%	95%	>95%	98%	>95%
14. Percent of time that City meets five-day turnaround plan check for all Fast Track submittals that meet building inspection criteria	>90%	90%	>90%	95%	>90%
15. Construction permits issued	4,300	4,345	4,300	3,753	3,700

^(A) Due to unanticipated events, the corporate visits program did not meet its target.

^(B) There has been a substantial increase in the number of mediation cases, which staff believes is due to the high rent increases which is resulting in an increase in tenant/landlord disputes.

^(C) The number of mediation cases continues to be unusually high and target numbers have been reevaluated for Fiscal Year 2002-03.

RG/4/BUD
LHP-884-01^

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Community Development Director	1	1	1
Deputy Community Development Dir/Bldg & Sfty	1	1	1
Administrative & Neighborhood Svcs Manager	1	1	1
Principal Planner	1	1	1
Economic Development Manager	1	1	1
Zoning Administrator	1	1	1
Senior Deputy Zoning Administrator	1	1	1
Deputy Zoning Administrator	1	1	1
Assistant Economic Development Manager	1	1	1
Senior Building Inspector	2	2	2
Senior Planner	4	4	4
Building Inspector I/II	4	4	4
Asst/Associate Planner	3	3	3
Planning Aide	1	1	1
Program Assistant	1	1	1
Permit Technician	1	2	2
Executive Assistant	1	1	1
Secretary	3	3	3
Office Assistant I/II	1	1	1
Total Permanent	30	31	31
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	30	31	31

*1 Addition of a Permit Technician position.

*2 Unfunded two Building Inspector I/II positions for Fiscal Year 2002-03.

*3 Unfunded one Asst/Associate Planner position for Fiscal Year 2002-03.

DEPARTMENT PROGRAMS	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Community Development Administration	\$ 483,999	540,122	465,897
Advance Planning	362,405	453,928	449,339
Economic Development	904,789	1,197,551	1,415,995
Current Planning	695,978	971,864	742,982
Neighborhood Preservation	521,838	1,662,405	1,567,784
Building Inspection	1,671,343	2,333,104	1,642,116
	\$ 4,640,352	7,158,974	6,284,113

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 2,405,377	3,096,296	3,004,234
Supplies and Other Services	1,709,689	3,572,044	2,590,435
Capital Outlay	8,473	2,400	30,000
Interfund Expenditures	516,813	488,234	659,444
TOTAL EXPENDITURES	<u>\$ 4,640,352</u>	<u>7,158,974</u>	<u>6,284,113</u>

<u>FUNDING SOURCES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Operating Fund	\$ 3,474,661	3,926,336	3,667,327
General Fund Reserve	0	746,500	0
Revitalization Authority	467,606	674,279	872,832
Parking District No.2	206,626	246,340	245,550
Grants Fund	373,681	1,416,000	1,339,000
Shoreline Reg Park Community	117,778	149,519	159,404
TOTAL FUNDING	<u>\$ 4,640,352</u>	<u>7,158,974</u>	<u>6,284,113</u>

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Licenses & Permits	\$ 3,055,427	3,063,300	1,173,240
Federal Intergovernmental Revenue	454,975	1,368,000	1,339,000
General Service Charges	1,967,259	1,469,280	869,720
Miscellaneous Revenue	2,822	5,000	100,500
Interfund Revenue Transfers	49,000	0	0
TOTAL REVENUES	<u>\$ 5,529,483</u>	<u>5,905,580</u>	<u>3,482,460</u>

COMMUNITY DEVELOPMENT—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—COMMUNITY DEVELOPMENT DIRECTOR

PROGRAM MISSION STATEMENT

To provide policy and program direction, general management and support to advance planning, economic development, current planning, neighborhood preservation and building inspection, and implement policies established by the City Council and City administration.

PROGRAM FUNCTIONS

- Provide effective communication and coordination regarding planning issues to citizens, City Council, Environmental Planning Commission, Downtown Committee, Council Neighborhoods Committee and City departments.
- Establish and track goals, objectives, performance measures and priorities for each division within Community Development.
- Assure high performance standards and service levels to the public.
- Provide for effective interdepartmental and intradepartmental coordination.
- Develop and monitor the department budget.
- Promote department staff training and professional development.
- Maintain complete and accurate department records.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Manage development activity while ensuring quality development that is sensitive to community goals and consistent with City standards and continue to streamline the development review process.
- Continue efforts to improve public service and public information through the Development Services Center.
- Maintain procedural manuals for all positions in the Clerical Section.
- Support public art through the Visual Arts Committee.

COMMUNITY DEVELOPMENT—ADMINISTRATION

PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Temporary Help (\$10,400)

Reduces department's budget for temporary help. *May affect timeliness of services.*

Training, Conference and Travel (\$10,000)

Reduces department's budget for training, conference and travel. *No significant impact anticipated.*

Visual Arts Program (\$10,000)

Reduces visual arts program budget. *Reduces the number of art shows presented.*

RG/BUD
LHP-884-02^

**COMMUNITY DEVELOPMENT - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Community Development Director	1	1	1
Planning Aide	1	1	1
Executive Assistant	1	1	1
Total Permanent	<u>3</u>	<u>3</u>	<u>3</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL POSITIONS	<u><u>3</u></u>	<u><u>3</u></u>	<u><u>3</u></u>

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 342,240	380,203	356,378
Supplies and Other Services	141,759	159,919	109,519
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u><u>\$ 483,999</u></u>	<u><u>540,122</u></u>	<u><u>465,897</u></u>

**COMMUNITY DEVELOPMENT - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 296,504	292,516	304,194
Wages	459	40,000 *1	0
Benefits	45,277	47,687	52,184
	<u>\$ 342,240</u>	<u>380,203</u>	<u>356,378</u>

*1 Includes one-time funding of \$40,000 for temporary clerical help.

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 60,265	51,268 *1	51,268
Maintenance and Operations	0	286	286
Utilities	1,039	0	0
Professional/Technical Svcs	55,614	25,000	14,600 *3
Other Expenses	24,841	83,365 *2	43,365 *4
	<u>\$ 141,759</u>	<u>159,919</u>	<u>109,519</u>

*1 Includes increased funding of \$15,000 for departmental office supplies.

*2 Includes one-time funding of \$20,000 for special printing services.

*3 Includes decreased funding of \$10,400 for temporary help.

*4 Includes decreased funding of \$10,000 for Visual Arts Program and \$10,000 for training, conference and travel.

COMMUNITY DEVELOPMENT—ADVANCE PLANNING PROGRAM SUMMARY

PROGRAM MANAGER—PRINCIPAL PLANNER

PROGRAM MISSION STATEMENT

To plan for and implement long-term community land use and development objectives through neighborhood and area development studies and use of the General Plan, zoning and precise plans.

PROGRAM FUNCTIONS

- Respond promptly to individual applications or Environmental Planning Commission/City Council-initiated General Plan and Zoning Ordinance amendments and precise plan changes.
- Provide support for the comprehensive planning efforts of citizens, City Council and the Environmental Planning Commission.
- Provide a foundation for long-range planning activities by maintaining comprehensive data bases on land use, demographics and economics.
- Provide clear and accessible information on planning and development activities to the public.
- Maintain the General Plan as the primary, long-range foundation for City planning policy decisions.
- Ensure appropriate City participation and representation in regional planning efforts.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Continue participation in NASA/Ames Development Plan environmental planning and review process.
- Together with Economic Development and Current Planning Divisions, complete Phase II of the Downtown Precise Plan update.
- Initiate development of a permanent historic preservation ordinance.
- Initiate first phase Housing Element zoning studies, potentially including Alice/Moorpark, Moffett/Middlefield and Mayfield Mall.
- Update the Industrial Districts Section of the Zoning Ordinance.
- Complete update of the General Plan Residential Neighborhoods Chapter.
- Prepare and publish land use and demographic information, including Census 2000 data.

COMMUNITY DEVELOPMENT—ADVANCE PLANNING PROGRAM SUMMARY

- Manage the Mayor's Award Program.
- Process General Plan amendments and rezoning applications.

RG/BUD
LHP-884-03^

**COMMUNITY DEVELOPMENT - ADVANCE PLANNING
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Principal Planner	1	1	1
Senior Planner	2	2	2
Secretary	0.50	0.50	0.50
Total Permanent	3.50	3.50	3.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	<u>3.50</u>	<u>3.50</u>	<u>3.50</u>

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 289,036	385,428	405,839
Supplies and Other Services	71,614	68,500	43,500
Capital Outlay	0	0	0
Interfund Expenditures	1,755	0	0
TOTAL EXPENDITURES	<u>\$ 362,405</u>	<u>453,928</u>	<u>449,339</u>

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Interfund Revenue Transfers	\$ 49,000	0	0
TOTAL REVENUES	<u>\$ 49,000</u>	<u>0</u>	<u>0</u>

**COMMUNITY DEVELOPMENT - ADVANCE PLANNING
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 246,210	327,252	343,982
Wages	0	0	0
Benefits	42,826	58,176	61,857
	<u>\$ 289,036</u>	<u>385,428</u>	<u>405,839</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 310	7,500	7,500
Maintenance and Operations	0	0	0
Utilities	0	0	0
Professional/Technical Svcs	71,304	36,000 *1	36,000
Other Expenses	0	25,000 *2	0
	<u>\$ 71,614</u>	<u>68,500</u>	<u>43,500</u>

*1 Includes funding of \$16,000 for Environmental Planning Commission minutes preparation.

*2 Includes one-time fundings of \$10,000 for Rowhouse Guideline graphics, \$10,000 for professional/technical studies, and \$5,000 for Housing Element workshops.

COMMUNITY DEVELOPMENT—ECONOMIC DEVELOPMENT PROGRAM SUMMARY

PROGRAM MANAGER—ECONOMIC DEVELOPMENT MANAGER

PROGRAM MISSION STATEMENT

To foster the City's continued economic health in order to maintain a desirable quality of life and a balanced community through a cooperative government atmosphere that helps businesses prosper and encourages businesses to become long-term partners in the community.

PROGRAM FUNCTIONS

- Manage and coordinate the Corporate Visitation Program.
- Retain existing businesses and attract new businesses throughout the City.
- Provide staff support to the Downtown Committee and Subcommittees.
- Help shape an economy with diverse employment choices.
- Secure revenues that support the community's quality of life.
- Foster public/private partnerships that promote community values and business success.
- Support and participate in State and regional economic development programs such as Caled, Joint Venture:Silicon Valley, Santa Clara County Manufacturing Group; continue coordination with local organizations such as the Chamber of Commerce; coordinate local economic development activities with regional programs; and maintain liaison with economic development functions in other local communities.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Pursue the marketing and development of the City-owned Charleston East site for a hotel/conference center and cultural/educational use.
- Complete the study of the Conditional Use Permit process for downtown.
- Design and complete the financing plan for the California Street/Bryant Street parking structure.
- Continue support of the Downtown Committee and downtown initiatives, including:
 - Continue implementation of a downtown retail recruitment and marketing strategy.
 - Redevelopment of surplus City property.
 - Potential acquisition of strategic downtown properties.
 - Phase II of the Downtown Precise Plan update.
- Develop and implement City-wide economic development strategies/economic development plan.
- Assist the City Manager's Office with the Moffett Federal Airfield and NASA Ames issues.

COMMUNITY DEVELOPMENT—ECONOMIC DEVELOPMENT PROGRAM SUMMARY

- Work with the City Manager's Office and the Public Works Department on the use of City-owned properties to assist in accomplishing community economic development goals.
- Facilitate the attraction and retention of businesses in Mountain View.
- Establish and maintain high quality working relationships with major corporations in Mountain View.

MAJOR PROGRAM CHANGES

- Revitalization Authority Fund:

Loan Repayments to the General Fund \$165,500

Provides for the recommencement of annual loan repayments to the General Fund at a reamortized interest rate of 6.0 percent over the 17-year remaining life of the Authority. This does not include the six years of accumulated interest after the approved deferment of the loan by Council. Repayment of accrued interest totaling \$726,000 is to be deferred until such time as funds are available.

- Downtown Parking District Fund:

Gas and Electricity (\$5,000)

For Fiscal Year 2001-02, Council approved an increase for gas and electricity related to lighting the parking structure and downtown parking lots. It was unknown at the time of budget adoption what the true impact of the energy crisis would be on gas and electricity rates. As the City took a proactive approach to conserve gas and electricity, the amount added to the budget for Fiscal Year 2001-02 can be reduced for Fiscal Year 2002-03.

RG/BUD
LHP-884-04^

**COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Economic Development Manager	1	1	1
Assistant Economic Development Manager	1	1	1
Secretary	0.50	0.50	0.50
Total Permanent	2.50	2.50	2.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	2.50	2.50	2.50

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 174,691	259,217	287,501
Supplies and Other Services	225,495	469,100	456,950
Capital Outlay	8,473	0	30,000
Interfund Expenditures	496,130	469,234	641,544
TOTAL EXPENDITURES	\$ 904,789	1,197,551	1,415,995

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Licenses & Permits	\$ 59,363	60,000	71,280
General Service Charges	96	160,000	160,000
Miscellaneous Revenue	2,228	2,000	500
TOTAL REVENUES	\$ 61,687	222,000	231,780

**COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 145,330	218,410	235,042
Wages	0	0	0
Benefits	29,361	40,807	52,459
	<u>\$ 174,691</u>	<u>259,217</u>	<u>287,501</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 24,696	24,500	24,500
Maintenance and Operations	15,010	11,100	11,100
Utilities	42,120	46,000 *1	41,750 *3
Professional/Technical Svcs	100,383	131,400	131,400
Other Expenses	43,286	256,100 *2	248,200 *4
	<u>\$ 225,495</u>	<u>469,100</u>	<u>456,950</u>

*1 Includes increased funding of \$7,000 for gas and electricity and \$4.125 for water, sewer and refuse costs.

*2 Includes one-time fundings of \$150,000 for phase II of the Downtown Precise Plan update, rebudget of \$50,000 for consultants and legal counsel related to a development proposal, and rebudget of \$38,000 rebudget for downtown studies.

*3 Includes decreased funding of \$5,000 for gas and electricity.

*4 Includes rebudgets of \$150,000 for phase II of the Downtown Precise Plan update, \$31,200 for downtown studies, \$32,200 for downtown retail recruitment strategies and \$16,700 for downtown appraisals.

COMMUNITY DEVELOPMENT—CURRENT PLANNING PROGRAM SUMMARY

PROGRAM MANAGER—ZONING ADMINISTRATOR

PROGRAM MISSION STATEMENT

To ensure quality development within our community by reviewing and approving projects that conform to City development regulations and are compatible with the community's environment and surrounding neighborhoods.

PROGRAM FUNCTIONS

- Provide timely, professional assistance with the review of proposed subdivision applications and development applications for Development Review Committee and Zoning Administrator hearings.
- Provide zoning and planning information to the public in a timely, complete, accurate and courteous manner.
- Interpret the Zoning Ordinance in a fair and consistent manner.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Assist in Phase II of the Downtown Precise Plan and related activities of the Downtown Committee.
- Provide assistance on advance planning projects such as the development of a permanent historic preservation ordinance and precise plan and zoning text amendments.
- Assist in the Charleston East hotel/conference center development project.
- Coordinate with Charities Housing regarding the construction of the efficiency studios project.
- Coordinate private development projects, including:
 - Downtown projects, including facade remodels.
 - Alza Phase II.
 - Whisman Station expansion.
 - Costco expansion.
 - Mayfield Mall.
- Evaluate proposals for the former Emporium site (Americana Precise Plan).
- Coordinate with the Community School of Music and Arts (CSMA) regarding the construction of their new campus.
- Continue to update and improve division handouts and application materials for the Development Services Center, including the CEQA guidelines.

COMMUNITY DEVELOPMENT—CURRENT PLANNING PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Temporarily Unfund Associate Planner Position (\$88,300)

Temporarily reduces budget funding for an Associate Planner position. *Adjusts capacity of development review to anticipated level of development activities.*

Contract Planning Services (\$24,500)

Reduces funding for architectural and other planning services. One-time funding of \$130,000 for a contract planner is also discontinued. *Adjusts capacity of development review and Current Planning services to anticipated level of development and Current Planning activities.*

RG/BUD
LHP-884-05^

**COMMUNITY DEVELOPMENT - CURRENT PLANNING
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Zoning Administrator	1	1	1
Senior Deputy Zoning Administrator	1	1	1
Deputy Zoning Administrator	1	1	1
Senior Planner	1	1	1
Asst/Associate Planner	3	3	3 *1
Secretary	0.50	0.50	0.50
Total Permanent	7.50	7.50	7.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	7.50	7.50	7.50

*1 Unfunded one Asst/Associate Planner position for Fiscal Year 2002-03.

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 641,044	776,864	709,782
Supplies and Other Services	54,207	192,000	30,000
Capital Outlay	0	0	0
Interfund Expenditures	727	3,000	3,200
TOTAL EXPENDITURES	\$ 695,978	971,864	742,982

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Service Charges	\$ 234,899	175,000	86,680
TOTAL REVENUES	\$ 234,899	175,000	86,680

**COMMUNITY DEVELOPMENT - CURRENT PLANNING
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 518,722	665,137	605,044
Wages	27,069	0	0
Benefits	95,253	111,727	104,738
	<u>\$ 641,044</u>	<u>776,864</u>	<u>709,782</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 1,340	1,000	0
Maintenance and Operations	0	0	0
Utilities	127	0	0
Professional/Technical Svcs	52,740	54,500	30,000 *2
Other Expenses	0	136,500 *1	0
	<u>\$ 54,207</u>	<u>192,000</u>	<u>30,000</u>

*1 Includes one-time fundings of \$130,000 for contract planners and \$5,000 for color zoning maps update.

*2 Includes decreased funding of \$24,500 for architectural and other planning services.

COMMUNITY DEVELOPMENT—NEIGHBORHOOD PRESERVATION PROGRAM SUMMARY

PROGRAM MANAGER—ADMINISTRATIVE AND NEIGHBORHOOD SERVICES MANAGER

PROGRAM MISSION STATEMENT

To promote community participation, improve neighborhoods, facilitate the development of affordable housing and administer community programs.

PROGRAM FUNCTIONS

- Manage affordable housing programs that include the Below-Market-Rate (BMR) program, new affordable housing projects and oversight of Federally subsidized units.
- Provide staff support to the Council Neighborhoods Committee (CNC) and neighborhood programs.
- Assist the City Council in allocating CDBG/HOME funding and monitor the use of these funds in compliance with Federal Regulations.
- Prepare and maintain a comprehensive plan for housing and services for low-income residents.
- Coordinate and monitor the City Volunteer Mediation Program.
- Encourage participation in the community by promoting neighborhood associations and other activities designed to increase community pride and appearance.
- Provide department administrative support in personnel recruitments, budget preparation, Council goals and performance measures.
- Provide public information on affordable housing, public services and neighborhood issues.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Continue management of the efficiency studios project by assisting with project funding and constructing activities, and monitoring tenant selection.
- Assist the Council Mobile Home Park Ad Hoc Committee in identifying issues at Santiago Villa and Sahara Mobile Home Parks and developing options to address those issues.
- Implement the Below-Market-Rate (BMR) program by working with the Housing Authority to administer the program, developing regulatory agreements and other necessary documents, and monitoring new development to ensure that the required BMR units or in-lieu payments are provided.
- Ensure that City Council-approved and CDBG/HOME-funded human service contracts and capital projects (i.e., 16 to 18 annually) are carried out in compliance with City and Federal requirements.
- Implement Housing Element actions as identified as Council Major Goals for Fiscal Year 2002-03.

COMMUNITY DEVELOPMENT—NEIGHBORHOOD PRESERVATION PROGRAM SUMMARY

- Continue to implement the Neighborhood Preservation Strategy by maintaining an open dialogue with community residents and neighborhood associations about ways to improve community livability and by updating public information.
- Administer the Council Neighborhoods Committee Fiscal Year 2002-03 neighborhood grants.
- Provide staff support for the Council Neighborhoods Committee's three annual neighborhood meetings and prepare action plans that respond to neighborhood comments at these meetings.
- Carry out and monitor outreach activities to inform residents about subsidized housing availability and implement the City's affirmative marketing policy.

RG/BUD
LHP-884-06^

**COMMUNITY DEVELOPMENT - NEIGHBORHOOD PRESERVATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Administrative & Neighborhhod Srves Mgr	1	1	1
Senior Planner	1	1	1
Secretary	0.50	0.50	0.50
Total Permanent	2.50	2.50	2.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	2.50	2.50	2.50

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 216,949	266,560	286,998
Supplies and Other Services	304,889	1,395,845	1,280,786
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 521,838	1,662,405	1,567,784

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Federal Intergovernmental Revenue	\$ 454,975	1,368,000	1,339,000
Miscellaneous Revenue	594	3,000	100,000
TOTAL REVENUES	\$ 455,569	1,371,000	1,439,000

**COMMUNITY DEVELOPMENT - NEIGHBORHOOD PRESERVATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 187,350	226,303	242,214
Wages	0	0	0
Benefits	29,599	40,257	44,784
	<u>\$ 216,949</u>	<u>266,560</u>	<u>286,998</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 4,472	9,200	9,200
Maintenance and Operations	0	165	165
Utilities	603	0	0
Professional/Technical Svcs	288,519	1,337,480 *1	1,247,421 *3
Other Expenses	11,295	49,000 *2	24,000
	<u>\$ 304,889</u>	<u>1,395,845</u>	<u>1,280,786</u>

*1 Includes rebudget of \$15,000 for non-profit agency funding.

*2 Includes one-time funding of \$15,000 for housing consultants and rebudget of \$10,000 for small neighborhood grant program.

*3 Includes change in CDBG funding.

COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

PROGRAM MANAGER—DEPUTY COMMUNITY DEVELOPMENT DIRECTOR/BUILDING AND SAFETY

PROGRAM MISSION STATEMENT

To safeguard the health, safety and welfare of the community by enforcing applicable Building Codes, Fire Codes and ordinances and furnishing building-related technical support and service.

PROGRAM FUNCTIONS

- Maintain the efficiency of the City's plan review and permit system and building fire life safety inspection elements of the City's development review process, while integrating the requirements of City departments and other public agencies with the customers' needs.
- Create and maintain programs and procedures that provide the highest level of customer service.
- Provide clear, accurate and timely building and fire life safety related information to the City Council, developers, citizens and coworkers.
- Ensure that user fees accurately reflect the cost of building and fire inspection services.
- Ensure the welfare of the community by inspecting all buildings for compliance with all applicable codes, ordinances and laws.
- Check building and fire life safety system plans in a timely manner for conformance with appropriate codes, ordinances and laws.
- Monitor permit applicants' qualifications and insurance coverage.
- Develop and maintain productivity and professionalism for division personnel through continuous training and participation in code enforcement and professional organizations.
- Provide required reports to County, State and Federal agencies.
- Provide technical assistance on capital improvement projects.

COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Manage development activity to ensure that quality developments meet City conditions and are sensitive to community quality of life issues, by continuing to monitor workload levels and the organizational development review process.
- Coordinate private development projects, including:
 - 400 Castro Street (Tishman Speyer).
 - Downtown projects.
 - El Camino Real residential projects—Tuban Ford and Harry's Hofbrau sites.
 - Emporium site.
 - Alza Phase II.
 - Community School of Music and Arts.
 - Efficiency Studios project.
 - Centennial Plaza.
 - Whisman Station expansion.
 - Costco expansion.
- Adopt and implement the enforcement of the 2000 California Model Building and Fire Codes.
- Complete development and implementation of the E-permit Internet-based permit issuance and inspection scheduling enhancements.
- Continue development of the building inspection web site as a public access system to City building and fire inspection services.
- Support regional efforts to streamline and standardize the development review and code enforcement process as part of the State's 2000 code adoption process.
- Develop enhancements and improvements in the administrative process, public information systems and customer service delivery levels in the Development Services Center.
- Manage, develop and implement enhancements to current division systems and processes to improve customer service, communication and delivery of services to the public and business community.
- Develop and implement the Code Enforcement module to the MVPS permit system in conjunction with the City Attorney's Office.

COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Temporarily Unfund Two Building Inspector Positions (\$172,500)

Temporarily reduces budget funding for two Building Inspector positions. Currently building activity is low and full staffing is not required. *Adjusts capacity of building inspection services to anticipated level of development activity and creates periodic fluctuations in the level of daily building inspection services due to vacation or unforeseen staffing level changes.*

Outside Building Plan Check and Inspection Services (\$115,000)

Reduces outside contract service budget for building plan check and inspection. Building activity is low, and the previous level of funding is not needed. One-time funding of \$500,000 for outside plan check and inspection services is also discontinued. *Adjusts capacity of development review and inspection services to anticipated level of development activities.*

RG/BUD
LHP-884-07^

**COMMUNITY DEVELOPMENT - BUILDING INSPECTION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Deputy Community Development Dir/Bldg & Sfty	1	1	1
Senior Building Inspector	2	2	2
Building Inspector I/II	4	4	4 *3
Program Assistant	1	1	1
Permit Technician	1	2 *2	2
Secretary	1	1	1
Office Assistant I/II	1	1	1
Total Permanent	11	12	12
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	11 *1	12 *1	12 *1

*1 In addition, there are two Fire Protection Engineer positions budgeted in the Fire Department, but located in the Building Inspection Division.

*2 Addition of a Permit Technician position.

*3 Unfunded two Building Inspector I/II positions in Fiscal Year 2002-03.

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 741,417	1,028,024	957,736
Supplies and Other Services	911,725	1,286,680	669,680
Capital Outlay	0	2,400	0
Interfund Expenditures	18,201	16,000	14,700
TOTAL EXPENDITURES	\$ 1,671,343	2,333,104	1,642,116

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Licenses & Permits	\$ 2,996,064	3,003,300	1,101,960
General Service Charges	1,732,264	1,134,280	623,040
TOTAL REVENUES	\$ 4,728,328	4,137,580	1,725,000

**COMMUNITY DEVELOPMENT - BUILDING INSPECTION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 613,901	849,736	790,040
Wages	10,132	0	0
Benefits	117,384	178,288	167,696
	<u>\$ 741,417</u>	<u>1,028,024</u>	<u>957,736</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 28,172	22,325 *1	22,325
Maintenance and Operations	345	2,000	2,000
Utilities	5,759	20,000 *2	20,000
Professional/Technical Svcs	862,941	1,223,000 *3	608,000 *4
Other Expenses	14,508	19,355	17,355
	<u>\$ 911,725</u>	<u>1,286,680</u>	<u>669,680</u>

*1 Includes increased funding of \$9,000 for office supplies.

*2 Includes funding of \$12,000 for annual telecommunication costs for e-permits.

*3 Includes funding of \$30,000 for building system maintenance and support, \$25,000 for web hosting costs, \$12,000 for microfilming services, and one-time funding of \$500,000 for additional building plan checking and inspection services.

*4 Includes decreased funding of \$115,000 for building plan checking and inspection services.

PUBLIC WORKS DEPARTMENT

The Public Works Department plans, designs, reviews, constructs, operates, maintains and improves the City's infrastructure, facilities, utilities, property and equipment.

ADMINISTRATION

Administration manages the department by providing leadership, policy development, administrative and technical support, career development and training opportunities.

BUSINESS SERVICES DIVISION

The Business Services Division provides budget development and financial reporting services, capital improvement financial planning, contract management and information systems support, and manages occupational safety programs for the Public Works and Community Services Departments. The Solid Waste Program, managed through Business Services, develops and implements residential/commercial waste reduction and recycling programs and manages waste disposal and SMaRT Station® recycling contracts. Customer service programs, including graffiti abatement, shopping cart retrieval and water customer service responses are also the responsibility of the Division. Business Services provides emergency response planning for Public Works.

TRANSPORTATION AND POLICY DIVISION

The Transportation and Policy Division reviews, analyzes and evaluates regional transportation issues, studies and programs which impact the City. This Division also evaluates City transportation programs and policies and their relationship to regional transportation, developing recommendations for improvements. Transportation and Policy is the liaison and advocate for City positions with County, regional and State agencies involved in transportation planning. The Division manages appraisals, sales and acquisitions of City property rights and provides clerical services for the Engineering Division.

ENGINEERING DIVISION

The Engineering Division consists of Construction Engineering, Design Engineering, Capital Projects, Traffic Engineering and Operations.

Construction Engineering performs inspections for compliance with plans, specifications, regulations, ordinances and policies pertaining to capital projects and off-site private developments.

Design Engineering prepares or reviews engineering studies, surveys, designs, specifications and contract documents for the construction of public works projects.

Capital Projects plans and coordinates the design and overall management of major projects included in the City's capital improvement program.

Traffic Engineering plans, designs and implements traffic operational improvements for the safe and convenient movement and circulation of vehicles, bicycles and pedestrians within the City. Traffic Engineering also maintains traffic-related records such as traffic accidents, counts and speeds, and conducts surveys and studies necessary to analyze traffic problems.

Operations establishes development conditions for approval and reviews for accuracy and completeness of private development plans, specifications, plats, maps, property descriptions and engineering calculations submitted to the City for approval. Operations also assists developers, consultants, engineers and the public in complying with Public Works Department conditions.

PUBLIC WORKS DEPARTMENT (CONT.)

PUBLIC SERVICES DIVISION

Public Services designs, operates and maintains the City's infrastructure, including water and wastewater systems, City buildings, vehicle and equipment fleets, streets and sidewalks, streetlights, and closed landfills. The division consists of Utilities, Engineering and Environmental Compliance, Streets and Landfill Maintenance, Facilities, and Fleet Services programs.

UTILITIES PROGRAM

Utilities manages the City's water and wastewater systems. The Water Utility Section installs, operates and maintains the equipment and facilities to distribute 12.7 million gallons of water per day to 16,000 customers in the Mountain View service area. The Wastewater Utility Section installs, operates and maintains the sanitary sewer and storm drain systems. Sanitary sewer activities include installing sewer laterals, cleanouts and connections, clearing sewer blockages, and pumping sewage to the Palo Alto Regional Water Quality Control Plant. Storm drain activities include cleaning storm lines and catch basins, maintaining City retention basins and operating pump stations.

ENGINEERING AND ENVIRONMENTAL COMPLIANCE PROGRAM

Engineering and Environmental Compliance is responsible for the design and permitting of all landfill postclosure systems and ensuring the regulatory guidelines for landfill maintenance and other Public Services programs are met. Engineering and Environmental Compliance also administers capital improvement and miscellaneous engineering projects.

STREETS AND LANDFILL MAINTENANCE PROGRAM

Streets and Landfill Maintenance maintains and repairs the City's improved and unimproved streets, sidewalks, curbs and gutters, bikeways, public parking lots and parking lots at City facilities. Streets and Landfill Maintenance also maintains the striping and markings on streets, curbs and public parking lots and installs, maintains and repairs City street signs and streetlights. The Landfill staff maintains the landfill cap and operates the leachate and gas extraction systems.

FACILITIES PROGRAM

Facilities provides safe, clean and reliable facilities for employees and their clients. The program maintains, inspects and improves buildings to comply with regulations, minimize operational and ownership costs, and maximize building life.

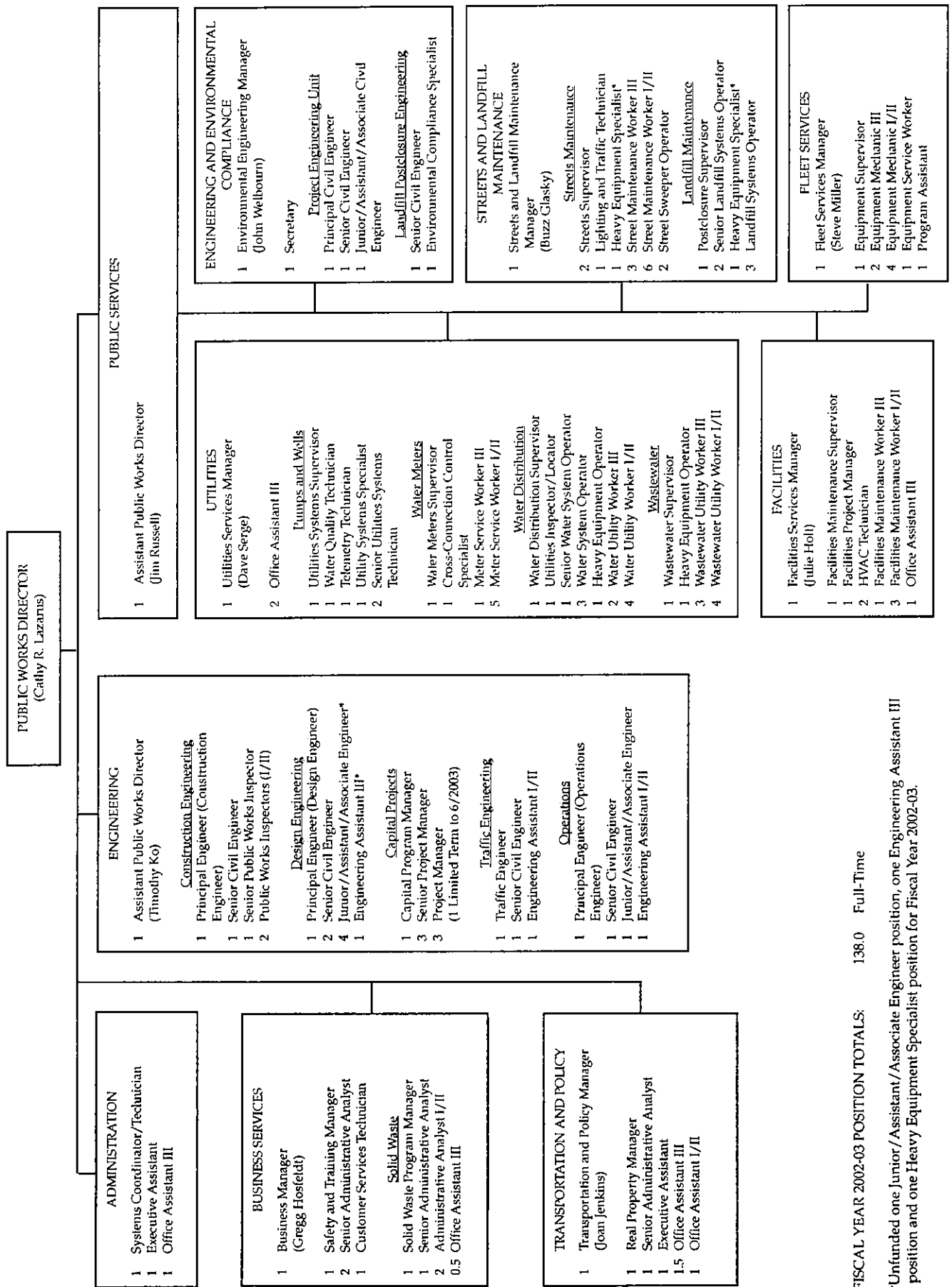
FLEET SERVICES PROGRAM

Fleet Services provides safe, reliable, economical, and high-quality vehicles and equipment to City departments. This program performs vehicle and equipment services to comply with regulations, minimize operational and ownership costs, and maximize safety and equipment life. Fleet Services also maintains the City's inventory of alternative fuel vehicles.

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541-04-11-02OFH^

PUBLIC WORKS DEPARTMENT



*Unfunded one Junior/Assistant/Associate Engineer position, one Engineering Assistant III position and one Heavy Equipment Specialist position for Fiscal Year 2002-03.

PUBLIC WORKS DEPARTMENT SUMMARY

DEPARTMENT MANAGER—PUBLIC WORKS DIRECTOR

DEPARTMENT MISSION STATEMENT

Plan, design, review, construct, operate, maintain and improve the City's infrastructure, facilities, utilities, property and equipment.

DEPARTMENT FUNCTIONS

- Manage occupational safety programs and practices in the Public Works and Community Services Departments. (M 1, 2, 3)
- Manage department customer service programs, including shopping cart collection and graffiti abatement. (M 4, 5)
- Review, evaluate and regulate private and public development and construction in conformance with the City's General Plan, ordinances and policies. (M 6, 13, 14, 17, 18)
- Continue efforts to meet State-mandated solid waste landfill diversion goals. (M 7, 8)
- Represent the City in matters relating to, and provide for, solid waste collection and disposal. (M 9)
- Deliver quality, responsive customer service and furnish clear, accurate and timely information to citizens, the City Council and City departments. (M 9, 19, 20, 26, 27, 37)
- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Manage the acquisition, lease and disposal of City real property. (M 10)
- Prepare the Annual Five-Year Capital Improvement Program.
- Provide for safe, efficient and convenient vehicular, bicycle and pedestrian traffic within the community.
- Plan, manage, operate and maintain potable and blended water supply and distribution systems. (M 28)
- Plan, manage, operate and maintain wastewater collection, treatment and discharge systems. (M 29)
- Engineer and maintain the cap and leachate and gas extraction systems for the City's closed landfills.
- Meet all applicable Federal, State and local regulations. (M 31, 32)
- Plan, manage and maintain public streets, sidewalks, parking lots and streetlight systems. (M 35, 36)

PUBLIC WORKS DEPARTMENT SUMMARY

- Manage, maintain and improve City buildings. (M 39, 40, 41)
- Procure and maintain the City's vehicle and equipment fleet. (M 43, 44, 45, 46)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Work with the Mountain View Unified School District to expedite the design and environmental review process for the proposed Graham Middle School Reservoir.
- Continue to increase City commercial/industrial recycling program participation.
- Continue to work with the Santa Clara Valley Transportation Authority (VTA) on the Route 85/U.S. 101 interchange improvement construction.
- Complete the Rengstorff Avenue grade separation feasibility study.
- Complete construction of the following capital projects:
 - Centennial Plaza
 - Miramonte Water Main Replacement Project
 - El Camino Real Median Renovation—Phase III
 - Evelyn Avenue Reconstruction Project—Phase II and Utility Undergrounding from Stevens Creek to Pioneer Way
 - Evelyn Avenue Reconstruction Project—Phase III and Utility Undergrounding from Pioneer Way to Bernardo Avenue
- Begin other capital improvement projects, including:
 - Senior Center Modular Structure and Site Master Plan
 - Permanent Fire Station No. 5 Design in North Bayshore
 - Grant Road Traffic Signal Interconnect Upgrade
 - New Water Well No. 22
 - Shoreline Lake Supply Main Line Replacement
 - Golf Cart Storage Facility
 - Downtown Parking Structure No. 2 Design
- Complete the environmental review process for Stevens Creek Trail, Reach 4, Segment 2.
- Complete design and construct the Hetch-Hetchy Trail (Whisman Road to Easy Street).
- Continue the design process for the new Community Center and monitor the overall project to assure it remains on schedule.
- Plan/construct water system main plan improvements:
 - Shoreline Boulevard/Miramonte Avenue Water Main Replacement
 - Water Well Construction
 - Miramonte Reservoir Expansion
 - Graham Middle School Reservoir

PUBLIC WORKS

DEPARTMENT SUMMARY

- Monitoring/advocacy of legislative changes regarding the upgrade, maintenance and governance of the Hetch-Hetchy water system.
- Implement the Hansen Computerized Maintenance Management System in the Fleet Services, Wastewater, Water Distribution and Street Sections of the Public Services Division.

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Administration:					
1. Number of injuries and illnesses		New for FY 2001-02	<15	15	<15
2. Number of medical-only cases		New for FY 2001-02	<6	10	<9
3. Number of cases where individuals lost more than 3 days of work (indemnity cases)		New for FY 2001-02	<4	4	<6
4. Percent of graffiti removed within 3 days of report ^(A)	>90%	99%	>90%	99%	>90%
5. Removal of graffiti on public right-of-way (number of assignments)	300	220 ^(B)	300	197 ^(B)	300
Business Services:					
6. Percent of contracts and agreements sent to contractors/consultants four working days from the date of Council approval or date "final" agreement was prepared	>90%	90%	>90%	98%	>95%
7. Average cost of recycling per ton of material versus cost to dispose	<150%	152%	<150%	142%	<150%
8. Percent of refuse diverted from landfill	>50%	49%	>50%	52%	>50%
9. Percent of solid waste complaints/requests resolved to complainant's/customer's satisfaction	>90%	100%	>90%	98%	>95%
Transportation and Policy:					
10. Percent of inquiries for the sale, lease, temporary use or purchase of City-owned land responded to within 24 hours	>95%	100%	>95%	100%	>95%
Engineering:					
11. Total budgets of funded capital improvement construction projects compared to Capital Improvements Section staff costs	62	68.7	62	51.1 ^(C)	Discontinued
12. Construction expenditures compared to Capital Improvements Section staff costs	12	6.49 ^(D)	12	5.1 ^(C)	Discontinued

**PUBLIC WORKS
DEPARTMENT SUMMARY**

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual New for FY 2002-03	2002-03 Target >75%
13. Percent of construction projects completed with less than 10% time increase over the original contract award					
14. Percent of construction projects accepted where the final cost is within 10% of the original contract cost (including contingencies)				New for FY 2002-03	>85%
15. Capital projects bid and awarded	18	29 ^(E)	18	18	Discontinued
16. Capital projects completed and accepted	14	28 ^(F)	14	21	Discontinued
17. Percent of completed construction projects for which inspection cost is not greater than 15% of the project's construction costs	>85%	95%	>85%	100%	>85%
18. Percent of time all tentative maps and private development applications are reviewed within the departmental standard review time	>95%	79% ^(G)	>95%	79% ^(G)	>85%
19. Percent of all traffic signal complaints investigated within 24 hours of their receipt	>90%	90%	>90%	95%	>90%
20. Percent of citizen traffic concerns processed through the Neighborhood Traffic Management Program (NTMP) within 16 weeks from the time an inquiry is received	>90%	100%	>90%	100%	>90%
21. Private development's off-site improvements inspected	20	39 ^(H)	20	30	Discontinued
22. Private development's off-site improvements plan checked	16	21	16	13	Discontinued
23. Subdivision maps checked	18	32	18	18	Discontinued
24. Planning commentaries reviewed	80	85	80	64 ^(I)	Discontinued
Utilities:					
25. Maintenance cost per lineal mile of water, sewer and storm systems:					
— Water	\$14,000	\$14,769	\$14,000	\$16,274	Discontinued (see M27 & 28)
— Sewer	\$6,500	\$5,918	\$6,500	\$5,714	Discontinued (see M29)
— Storm	\$3,800	\$2,690 ^(D)	\$3,800	\$3,499	Discontinued
26. Percent response time standards met for various customer service requests	>90%	95%	>90%	95%	>90%

PUBLIC WORKS
DEPARTMENT SUMMARY

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual New for FY 2002-03	2002-03 Target <110
27. Number of water quality complaints (taste, odor, colored water, low pressure)					
28. Number of water main breaks				New for FY 2002-03	<6
29. Number of sewer main blockages				New for FY 2002-03	<40
Engineering and Environmental Compliance:					
30. Percent of landfill expense spent on regulatory compliance	<40%	43%	<40%	29%	Discontinued
31. Number of emergency reports and notifications to regulatory agencies	0	0	0	0	0
32. Percent of regulatory repairs submitted on time	100%	100%	100%	100%	100%
Streets and Landfill Closure:					
33. Cost per street mile maintained	\$20,400	\$19,411	\$20,400	\$22,998	Discontinued (see M36)
34. Cost per acre of landfill maintained	\$5,400	\$4,314	\$5,400	\$3,435 ^(D)	Discontinued
35. Percent of sweeping routes completed on schedule	>85%	79% ^(I)	>85%	90%	>85%
36. Pavement condition index for asphalt (Metropolitan Transportation Commission rating scale of 0-100, 70-100 being very good)				New for FY 2002-03	>75
37. Number of sidewalk complaints				New for FY 2002-03	<24
Facilities:					
38. Cost per square foot of building maintained	\$2.20	\$4.40 ^(K)	\$2.20	\$5.12 ^(L)	Discontinued
39. Percent of hours spent on unscheduled work	<15%	6.6%	<15%	5.2%	<15% ^(M)
40. Percent of work orders classified as emergency or urgent repairs	<10%	7.2%	<10%	8%	<10% ^(M)
41. Percent of completed work orders requiring corrective action	<0.5%	0%	<0.5%	0%	<0.5% ^(M)
Fleet Services:					
42. Cost per vehicle mile (PD marked vehicles only)	\$0.30	\$0.60 ^(N)	\$0.65	\$0.60	Discontinued
43. Percent of preventive maintenance completed on schedule	>95%	95%	>95%	95%	>98%
44. Percent of time frontline fleet units are available (Public Services and Community Services field vehicles)	>97.5%	98.5%	>97.5%	97%	>98%

PUBLIC WORKS
DEPARTMENT SUMMARY

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
45. Percent of time frontline fleet units are available (Police and Fire emergency units)	>97.5%	98.5%	>97.5%	97%	>98%
46. Number of road calls/emergency repair requests	<80	92	<80	73	<80

- (A) For Fiscal Year 2002-03, number of days changed from ten to three.
- (B) Less graffiti needed to be removed than anticipated.
- (C) Reflects reduction in total CIP values due to higher than expected projects that closed at June 30, 2002.
- (D) Reflects staff vacancies.
- (E) Section nearly fully staffed part of the fiscal year, therefore able to catch up on backlog and clear items held up because of regulatory permit delays.
- (F) Cleared a number of projects that were near closure but not closed for a variety of reasons.
- (G) The standard review time is one week, a very high standard. For Fiscal Year 2000-01, 24 out of 117 took longer than one week. For Fiscal Year 2001-02, 17 out of 82 took longer than one week.
- (H) Reflects current high level of private development activity (includes 13 fiber-optic projects).
- (I) Low due to economy.
- (J) In the fourth quarter of the fiscal year, one street sweeper was out-of-service, receiving repairs.
- (K) Increased cost/square foot due to database not previously adding in PG&E costs and many large maintenance projects completed, closing out old CIPs.
- (L) Target not revised to include significant gas and electricity cost increase. Also, completed several CIPs.
- (M) New performance measures for facilities being developed by consultants. Any changes will be reflected in next fiscal year's measures.
- (N) Actuals higher than target due to increased fuel cost.

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LHP-761-01^

**PUBLIC WORKS
DEPARTMENT SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED	
Public Works Director	1	1	1	
Assistant Public Works Director	2	2	2	
Business Manager	1	1	1	
Transportation and Policy Manager	1	1	1	
Utilities Services Manager	1	1	1	
Environmental Engineering Manager	1	1	1	
Streets and Landfill Maintenance Manager	1	1	1	
Facilities Services Manager	1	1	1	
Fleet Services Manager	1	1	1	
Safety and Training Manager	1	1	1	
Solid Waste Program Manager	1	1	1	
Real Property Manager	1	1	1	
Capital Program Manager	1	1	1	
Principal Civil Engineer	4	4	4	
Senior Civil Engineer	7	7	7	
Senior Project Manager	3	3	3	
Traffic Engineer	1	1	1	
Project Manager	1	2	3	*6
Utilities Project Manager	1	0	0	*4
Facilities Project Manager	1	1	1	
Senior Administrative Analyst	4	4	4	
Utilities Systems Supervisor	1	1	1	
Water Meters Supervisor	1	1	1	
Water Distribution Supervisor	1	1	1	
Wastewater Supervisor	1	1	1	
Postclosure Supervisor	1	1	1	
Streets Supervisor	2	2	2	
Facilities Maintenance Supervisor	1	1	1	
Equipment Maintenance Supervisor	1	1	1	
Jr/Asst/Associate Engineer (Civil)	7	7	6	*6/7
Administrative Analyst I/II	1	1	2	*8
Environmental Compliance Specialist	1	1	1	
Engineering Assistant III	1	1	1	*7
Engineering Assistant I/II	2	2	2	
Senior Public Works Inspector	1	1	1	
Public Works Inspector I/II	3	3	2	*9
Utilities Inspector/Locator	2	2	1	*10
Recycling Coordinator	1	1	0	*8
Systems Coordinator/Technician	1	1	1	
Customer Service Technician	1	1	1	
Subtotal Permanent	66	66	64	

**PUBLIC WORKS
DEPARTMENT SUMMARY**

POSITIONS CONTINUED	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED	
Balance Forward	66	66	64	
Water Quality Technician	1	1	1	
Telemetry Technician	1	1	1	
Lighting and Traffic Technician	1	1	1	
HVAC Technician	2	2	2	
Utility Systems Specialist	1	1	1	
Senior Utilities Systems Technician	2	2	2	
Senior Landfill System Operator	2	2	2	
Senior Water System Operator	0	0	1	*10
Heavy Equipment Specialist	2	2	2	*7
Landfill System Operator	3	3	3	
Water System Operator	0	0	3	*11
Heavy Equipment Operator	2	2	2	
Cross-Connection Cntrl Specialist	1	1	1	
Meter Service Worker III	1	1	1	
Meter Service Worker I/II	5	5	5	
Water Utility Worker III	2	2	2	
Water Utility Worker I/II	7	7	4	*11
Wastewater Utility Worker III	3	3	3	
Wastewater Utility Worker I/II	4	4	4	
Street Maintenance Worker III	3	3	3	
Street Maintenance Worker I/II	7	7	6	*9
Facilities Maintenance III	1	1	1	
Facilities Maintenance I/II	3	3	3	
Equipment Mechanic III	2	2	2	
Equipment Mechanic I/II	4	4	4	
Equipment Service Worker	1	1	1	
Streetsweeper Operator	2	2	2	
Program Assistant	1	1	1	
Executive Assistant	2	2	2	
Secretary	1	1	1	
Office Assistant III	6	6	6	
Office Assistant I/II	1	1	1	
Total Permanent	140	140	138	
Total Part-Time Hourly	2.32	2.32	1.12	*12
TOTAL POSITIONS	142.32	142.32	139.12	

*1 Position count includes one 2-year limited term Engineering Assistant III position expiring 6/30/01.

*2 Position count includes two 2-year limited term Public Works Inspector I/II positions expiring 6/30/01.

*3 Addition of a 2-year Limited Term Project Manager position ending 6/30/03.

*4 FY00-01 mid-year reclassification of Utilities Project Manager position to Senior Systems Analyst; FY01-02 transfer to Finance and Administrative Services Information Services Program.

**PUBLIC WORKS
DEPARTMENT SUMMARY**

- *5 Conversion of one Limited Term Public Works Inspector and Limited Term Engineering Assistant III positions to permanent; continuation of second Limited Term Public Works Inspector position for three years ending 6/30/04.
- *6 Reclassified one Jr/Asst/Associate Engineer (Civil) position to a Project Manager.
- *7 Unfunded one Jr/Asst/Associate Engineer (Civil) position, one Engineering Assistant III position and one Heavy Equipment Specialist position for Fiscal Year 2002-03.
- *8 Mid-Year reclassification of a Recycling Coordinator position to an Administrative Analyst I/II.
- *9 Eliminated the Limited Term Public Works Inspector I/II position and one Streets Maintenance Worker I/II position.
- *10 Mid-Year reclassification of one Utility Inspector/Locator position to a Senior Water System Operator.
- *11 Mid-Year reclassification of three Water Utility Worker I/II positions to Water System Operators.
- *12 Eliminated some hourly help.

DEPARTMENT PROGRAMS	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Public Works Administration	\$ 900,361	868,596	870,954
Business Services	6,615,041	6,504,540	6,039,674
Transportation and Policy	401,817	755,463	692,015
Engineering	1,916,988	2,537,055	1,962,749
Utilities	15,702,151	17,331,367	16,949,199
Engineering & Environmental Compliance	995,561	1,252,953	1,314,940
Streets and Landfill Maintenance	2,455,938	3,017,753	2,855,930
Facilities	2,724,418	3,227,277	2,814,932
Fleet Services	1,368,155	1,580,026	1,581,533
	<u>\$ 33,080,430</u>	<u>37,075,030</u>	<u>35,081,926</u>

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 9,525,297	11,523,840	11,602,413
Supplies and Other Services	23,028,403	24,752,890	22,890,893
Capital Outlay	32,560	249,300	22,320
Interfund Expenditures	494,170	549,000	566,300
TOTAL EXPENDITURES	<u>\$ 33,080,430</u>	<u>37,075,030</u>	<u>35,081,926</u>

**PUBLIC WORKS
DEPARTMENT SUMMARY**

<u>FUNDING SOURCES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Operating Fund	\$ 6,897,372	8,487,441	7,649,945
General Fund Reserve	0	255,500	50,000
Shoreline Regional Park Community	146,439	288,153	274,247
Water	9,652,108	10,604,755	9,891,985
Wastewater	7,162,644	7,880,737	8,191,946
Solid Waste	7,853,714	7,978,418	7,442,270
Equipment Maintenance and Replacement	1,368,153	1,580,026	1,581,533
TOTAL FUNDING	<u>\$ 33,080,430</u>	<u>37,075,030</u>	<u>35,081,926</u>

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Licenses & Permits	\$ 166,069	63,000	23,000
Rents & Leases	0	4,220	10,501
State Intergovernmental Revenue	171,975	158,000	128,000
General Service Charges	488,068	215,500	76,500
Water Service Charges	13,658,297 *1	14,342,505 *2	13,497,900 *2
Wastewater Service Charges	8,172,658 *2	8,452,186 *3	8,723,331 *5
Blended Water Charges	382,770	350,000	350,000
Refuse Service Charges	8,906,329 *2	9,065,299 *4	7,996,036 *6
Water Main Extensions	2,902	10,000	15,000
Wastewater Main Extensions	47,367	30,000	30,000
Miscellaneous Revenue	397,883	238,000	258,060
Equipment Maintenance Charges	1,427,056	1,599,600	1,662,100
Interfund Revenue Transfers	418,400	83,400	83,400
TOTAL REVENUE	<u>\$ 34,239,774</u>	<u>34,611,710</u>	<u>32,853,828</u>

*1 Includes rate increase of 14%.

*2 Includes rate increases of 3%.

*3 Includes rate increases of 4%.

*4 Includes no general rate increase.

*5 Includes rate increase of 8%.

*6 Includes no rate increase.

PUBLIC WORKS—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—PUBLIC WORKS DIRECTOR

PROGRAM MISSION STATEMENT

Coordinate and facilitate the activities of the Public Works Department.

PROGRAM FUNCTIONS

- Ensure customer service is given the highest priority and monitor customer satisfaction.
- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Provide leadership, administrative support, direction and job-related training for department staff.
- Establish policies and procedures to govern department functions.
- Establish department goals and objectives and track achievements.
- Encourage staff to take advantage of career development opportunities.
- Develop and recommend equitable solid waste, water and wastewater utility rates in conjunction with the Finance and Administrative Services Department.
- Develop and update long-range plans.
- Monitor regulatory requirements and provide support to meet those requirements.
- Create a positive and supportive environment for department employees.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Work with the Mountain View Unified School District to expedite the design and environmental review process for the proposed Graham Middle School Reservoir.
- Monitor workloads to ensure appropriate allocation of resources to priority projects.
- Oversee progress of major capital improvement projects.
- Assure the Fiscal Year 2002-07 Capital Improvement Plan reflects City Council and community priorities.
- Coordinate the department's participation in the City's Centennial events.

PUBLIC WORKS—ADMINISTRATION
PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:
 - Miscellaneous Reductions (\$7,600)
 - Reduces department's temporary help budget. *No significant impact anticipated.*

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LHP-761-02^

**PUBLIC WORKS - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Public Works Director	1	1	1
Assistant Public Works Director	2	2	2
Safety and Training Manager	1	1	0 *
Systems Coordinator/Technician	0	0	1 *
Executive Assistant	1	1	1
Office Assistant III	1	1	1
Total Permanent	6	6	6
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	6	6	6

* Transferred the Safety and Training Manager position to the Business Services Program and transferred the Systems Coordinator/Technician position from the Business Services Program.

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 786,874	792,378	794,336
Supplies and Other Services	104,573	68,218	68,218
Capital Outlay	0	0	0
Interfund Expenditures	8,914	8,000	8,400
TOTAL EXPENDITURES	\$ 900,361	868,596	870,954

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Miscellaneous Revenue	\$ 188	0	0
TOTAL REVENUES	\$ 188	0	0

**PUBLIC WORKS - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 655,256	668,079	669,725
Wages	15,974	10,035	4,835 *
Benefits	115,644	114,264	119,776
	<u>\$ 786,874</u>	<u>792,378</u>	<u>794,336</u>

* Includes decreased funding of \$5,200 for temporary hourly help.

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 58,639	50,838 *	50,838
Maintenance and Operations	784	990	990
Utilities	1,779	1,845	1,845
Professional/Technical Svcs	25,735	6,500 *	6,500
Other Expenses	17,636	8,045 *	8,045
	<u>\$ 104,573</u>	<u>68,218</u>	<u>68,218</u>

* Transferred funding to the Business Services program.

PUBLIC WORKS—BUSINESS SERVICES PROGRAM SUMMARY

PROGRAM MANAGER—BUSINESS MANAGER

PROGRAM MISSION STATEMENT

Provide business support and financial management to the department. Manage the collection, recycling and disposal of the City's solid waste, and department customer service programs.

PROGRAM FUNCTIONS

- Manage occupational safety programs and practices in the Public Works and Community Services Departments.
- Manage department customer service programs, including shopping cart collection and graffiti abatement.
- Continue efforts and to meet State-mandated solid waste landfill diversion goals by implementing programs to maximize commercial and residential recycling.
- Represent the City in matters relating to, and provide for, solid waste collection and disposal.
- Manage the department budget and provide financial management for operational and capital improvement activities.
- Provide departmental financial control and accountability.
- Ensure department services are provided in a cost-effective manner.
- Encourage waste reduction and ensure appropriate handling and disposal of household hazardous wastes and other special wastes.
- Administer contracts for refuse collection, disposal and recycling.
- Monitor City energy efficiency and utility expenses.
- Support development and maintenance of department information systems.
- Coordinate the department's emergency response planning.
- Ensure department practices adhere to City policies.
- Manage the department asset inventory.

PUBLIC WORKS—BUSINESS SERVICES PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Continue to increase City commercial/industrial recycling program participation.
- Review City's recycling programs to identify ways to increase participation and effectiveness.
- Monitor State legislation to increase diversion percentages and develop a strategy to meet new guidelines.
- Reduce operational and workplace hazards by ensuring scheduled field and facility safety surveys are completed and corrective measures are implemented.
- Assist Employee Services Department in implementing the training module in the new HR/Payroll computerized management system.
- Monitor City energy expenses and research opportunities to increase energy efficiency and reduce cost.
- Research potential projects to increase the City's supply and use of reclaimed water.
- Continue to work with stores to reduce the number of abandoned shopping carts.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Hourly Staff (\$17,300)

Eliminates hourly staff in the Business Services Program. *Shifts workload to existing staffing and may affect timeliness of service.*

GAH/BUD
LHP-761-03^

**PUBLIC WORKS - BUSINESS SERVICES
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Business Manager	1	1	1
Safety and Training Manager	0	0	1 *1
Solid Waste Program Manager	1	1	1
Senior Administrative Analyst	3	3	3.67 *2
Systems Coordinator/Technician	1	1	0 *1
Administrative Analyst I/II	1	1	2 *3
Recycling Coordinator	1	1	0 *3
Customer Service Technician	1	1	1
Streets Maintenance Worker I/II	0	0	0.20 *4
Office Assistant III	0.50	0.50	0.50
Total Permanent	9.50	9.50	10.37
Total Part-Time Hourly	0.94	0.94	0.50 *5
TOTAL POSITIONS	10.44	10.44	10.87

*1 Transferred the Safety and Training Manager position to the Administration Program and transferred the Systems Coordinator/Technician position to the Administration Program.

*2 Transferred .67 Senior Administrative Analyst position from the Transportation and Policy Program.

*3 Mid-Year reclassification of a Recycling Coordinator position to Administrative Analyst I/II.

*4 Transferred .20 Streets Maintenance Worker I/II position from the Streets and Landfill Closure Program.

*5 Eliminated hourly help.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 691,959	898,410	1,061,601
Supplies and Other Services	5,919,202	5,602,130	4,973,873
Capital Outlay	0	0	0
Interfund Expenditures	3,880	4,000	4,200
TOTAL EXPENDITURES	\$ 6,615,041	6,504,540	6,039,674

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
State Intergovernmental Revenue	\$ 128,694	158,000	128,000
General Service Charges	0	2,000	3,000
Refuse Service Charges	8,906,329 *1	9,065,299 *2	7,996,036 *3
Miscellaneous Revenue	46,790	0	0
TOTAL REVENUES	\$ 9,081,813	9,225,299	8,127,036

*1 Includes rate increase of 3%.

*2 Includes no general rate increase.

*3 Includes no rate increase.

**PUBLIC WORKS - BUSINESS SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 582,430	710,265	853,358
Wages	3,077	41,100	24,888
Benefits	106,452	147,045	183,355
	<u>\$ 691,959</u>	<u>898,410</u>	<u>1,061,601</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 32,639	43,750 *1	43,750
Maintenance and Operations	12	0	0
Utilities	5,822,041	5,475,300 *2	4,847,043 *5
Professional/Technical Svcs	54,335	74,200 *3	74,200
Other Expenses	10,175	8,880 *4	8,880
	<u>\$ 5,919,202</u>	<u>5,602,130</u>	<u>4,973,873</u>

*1 Transferred funding of \$2,250 from the Administration program, \$5,000 from the Streets & Landfill Maintenance program.

*2 Includes decreased funding of \$325,000 in disposal charges.

*3 Includes reduction of \$90,000 for household hazardous waste program now billed with disposal charges and transfer of \$24,700 from the Administration program.

*4 Transferred funding of \$2,225 from the Administration program.

*5 Includes decreased funding of \$628,500 in disposal charges.

PUBLIC WORKS—TRANSPORTATION AND POLICY PROGRAM SUMMARY

PROGRAM MANAGER—TRANSPORTATION POLICY MANAGER

PROGRAM MISSION STATEMENT

Manage transportation planning initiatives, the sale and management of City-owned real property, policy analysis and provide office support functions.

PROGRAM FUNCTIONS

- Represent the City in regional transportation issues and congestion management planning.
- Participate in the allocation of transportation funds within the County through the Valley Transportation Authority.
- Perform analysis and provide information on local and regional transportation planning efforts, including congestion management programs, the Valley Transportation Plan 2020, Caltrain and Measure A/B programs.
- Manage the acquisition, lease or disposal of City real property.
- Manage City-owned land and other property.
- Furnish office support to the department and help the public resolve Public Works-related inquiries.
- Manage department records retention.
- Manage commute alternatives services for City employees.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Continue to work with the Santa Clara Valley Transportation Authority (VTA) on the Route 85/U.S. 101 interchange improvement construction.
- Continue to participate in the various VTA committees related to technical transportation and capital funding issues.
- Continue to update the Neighborhood Traffic Management Program and publish the revised version for City Council and public distribution.
- Continue to work with the Design Section to acquire easements needed for the Evelyn Avenue street improvement project.
- Negotiate a Disposition and Development Agreement (DDA) and Ground Lease for the Charleston East hotel/conference center.
- Continue to work with the Community Development Department to evaluate potential downtown strategic property acquisitions.

PUBLIC WORKS—TRANSPORTATION AND POLICY PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Congestion Management Agency	\$8,900
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Provides funding for an increase in Congestion Management Agency fees. All cities in Santa Clara County and the County itself are assessed a portion of the Congestion Management Program costs (operated by the Santa Clara Valley Transportation Authority). *No service level impact.*

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LHP-761-04^

**PUBLIC WORKS - TRANSPORTATION AND POLICY
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Transportation and Policy Manager	1	1	1
Real Property Manager	1	1	1
Senior Administrative Analyst	1	1	0.33 *
Executive Assistant	1	1	1
Office Assistant III	1.50	1.50	1.50
Office Assistant I/II	1	1	1
Total Permanent	6.50	6.50	5.83
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	6.50	6.50	5.83

* Transferred .67 Senior Administrative Analyst position to the Business Services Program.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 279,581	584,808	512,460
Supplies and Other Services	122,236	170,655	179,555
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 401,817	755,463	692,015

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Rents & Leases	\$ 0	4,220	10,501
State Intergovernmental Revenue	14,850	0	0
Miscellaneous Revenue	7,058	8,000	8,000
TOTAL REVENUES	\$ 21,908	12,220	18,501

**PUBLIC WORKS - TRANSPORTATION AND POLICY
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 230,398	486,689	426,684
Wages	7,578	0	0
Benefits	41,605	98,119	85,776
	<u>\$ 279,581</u>	<u>584,808</u>	<u>512,460</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 24,132	23,605	23,605
Maintenance and Operations	0	0	0
Utilities	0	0	0
Professional/Technical Svcs	96,460	143,100 *1	152,000 *2
Other Expenses	1,644	3,950	3,950
	<u>\$ 122,236</u>	<u>170,655</u>	<u>179,555</u>

*1 Includes increased funding of \$20,000 for the commuter check program and \$11,600 for Congestion Management Agency dues.

*2 Includes increased funding of \$8,900 for Congestion Management Agency dues.

PUBLIC WORKS—ENGINEERING

PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR—ENGINEERING

PROGRAM MISSION STATEMENT

Manage engineering design and the capital project process, including construction contract administration and inspection, traffic engineering and private development reviews.

PROGRAM FUNCTIONS

- Prepare the City's annual Capital Improvement Program and assist other departments with project planning and proposals.
- Provide civil engineering design services, manage capital project planning and design and construction contract administration services to promote efficient completion of capital improvement projects.
- Perform construction inspection of off-site private development construction projects to ensure compliance with plans, specifications, regulations, ordinances and policies.
- Furnish timely and effective delivery of engineering services to City Council, committees, citizens and other City departments.
- Improve effectiveness and on-schedule delivery of high-priority assignments by properly assigning division resources and coordinating their efforts.
- Support division personnel with effective training, development and work evaluation programs.
- Review and provide input to the construction documents sponsored by other departments.
- Provide analytical and administrative support relating to assessment districts.
- Develop and maintain the Capital Improvement Program data base and prepare semiannual status reports and monthly updates on major projects.
- Review, evaluate and regulate private and public development and construction in conformance with the City's General Plan, ordinances and policies.
- Provide for the safe, efficient and convenient circulation of vehicles, bicycle and pedestrian traffic within the community.
- Maintain traffic-related records, conduct surveys and perform studies as necessary for analysis of traffic problems and develop and implement mitigation measures when appropriate.
- Review maps and plans of proposed private developments and assist developers, consultants, engineers and the public in complying with the City's conditions of approval for private developments.

PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Complete the Rengstorff Avenue grade separation feasibility study.
- Complete construction of the following capital projects:
 - Centennial Plaza
 - Miramonte Water Main Replacement Project
 - El Camino Real Median Renovation—Phase III
 - Evelyn Avenue Reconstruction Project—Phase II and Utility Undergrounding from Stevens Creek to Pioneer Way
 - Evelyn Avenue Reconstruction Project—Phase III and Utility Undergrounding from Pioneer Way to Bernardo Avenue
- Begin other capital improvement projects, including:
 - Senior Center Modular Structure and Site Master Plan
 - Permanent Fire Station No. 5 Design in North Bayshore
 - Grant Road Traffic Signal Interconnect Upgrade
 - New Water Well No. 22
 - Shoreline Lake Supply Main Line Replacement
 - Golf Cart Storage Facility
 - Downtown Parking Structure No. 2 Design
- Complete the environmental review process for Stevens Creek Trail, Reach 4, Segment 2.
- Complete design and construct the Hetch-Hetchy Trail (Whisman Road to Easy Street).
- Complete design and advertise for bids for the new Community Center in coordination with the Community Services Department.
- Plan/construct water system main plan improvements:
 - Shoreline Boulevard/Miramonte Avenue Water Main Replacement
 - Water Well Construction
 - Miramonte Reservoir Expansion
 - Graham Middle School Reservoir
- Monitoring/advocacy of legislative changes regarding the upgrade, maintenance and governance of the Hetch-Hetchy water system.
- Monitor and participate in the Santa Clara Valley Water District's Permanente Creek planning study.
- Provide support and coordination of private development projects, including:
 - Keenan-Lovewell Development on North Whisman Road and Ellis Street
 - Alza Development—Phase II
 - Emporium Site
 - Various Downtown Development Projects

PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

- Apply the Neighborhood Traffic Management Program in neighborhoods that request traffic control measures and monitor the results.
- Manage the processing of private developments, fiber-optic projects and encroachment permits.
- Prepare the Fiscal Year 2003-04 Capital Improvement Plan.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Gas and Electricity (\$95,000)

For Fiscal Year 2001-02, Council approved a significant increase in the budget for gas and electricity for traffic signals. It was unknown at the time of budget adoption what the true impact of the energy crisis would be on gas and electric rates. As the City took a proactive approach to conserve gas and electricity, the amount added to the budget for Fiscal Year 2001-02 can be significantly reduced for Fiscal Year 2002-03. *No service level impact.*

Temporarily Unfund Engineering Assistant Position (\$33,700)

Temporarily reduces budget funding for an Engineering Assistant III position in the Engineering Section. This amount represents the portion of the position (40.0 percent) funded by the General Fund. The remaining portion of the position (60.0 percent) is charged to CIPs; therefore, charges to CIPs will be reduced. *Adjusts department's capacity for engineering services to anticipated level of development activity and reduces design support for City capital improvement projects.*

Eliminate Limited-Term Public Works Inspector Position (\$27,000)

In Fiscal Year 1996-97, Council approved funding of this position for two years to manage the increase in private development activity and City capital projects. Council approved extending the term two additional years in Fiscal Year 1998-99 and again in Fiscal Year 2001-02 as the level of private development activity and capital projects had not decreased. As the City now has seen a significant reduction in private development activity, this position can be eliminated. This amount represents the portion of the position (30.0 percent) funded by private development fees (which are no longer being generated). The remaining portion of the position (70.0 percent) is charged to CIPs; therefore, the charges to CIPs will be reduced. *Adjusts the department's capacity for inspection services to anticipated level of department activity and extends time required to inspect City capital improvement projects.*

Charge Clerical Staff Time to CIPs (\$24,000)

Charges a portion of clerical staff time to CIPs. *Adjusts the budget to more appropriately reflect usage of staff time.*

PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

Temporarily Unfund Associate Engineer Position (\$15,700)

Temporarily reduces budget funding for one Associate Engineer position. This amount represents the portion of the position (15.0 percent) funded by the General Fund. The remaining portion of the position (85.0 percent) is charged to CIPs; therefore, charges to CIPs will be reduced. *Adjust department's capacity for engineering services and reduces design support for City capital improvement projects.*

Reclassify Associate Engineer to Project Manager (\$10,500)

Reclassifies one Associate Engineer position to a Project Manager. This amount represents the portion of the position (10.0 percent) not currently charged to CIPs. All Project Managers' time is charged to CIPs. *Adjusts department's capacity for engineering services and increases capacity of Project Management.*

- General Fund Reserve:

Contract Construction Inspection (one-time expenditure) \$25,000

Provides one-time funding for contract construction inspectors. This is a reduction from Fiscal Year 2001-02 one-time funding of \$125,000. *Maintains desired level of service. These expenditures are offset by fees.*

Contract Plan Checking (one-time expenditure) \$25,000

Provides one-time funding for outside plan checking services. This is a reduction from Fiscal Year 2001-02 one-time funding of \$125,000. *Maintains desired level of service. These expenditures are offset by fees.*

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LHP-761-05^

PUBLIC WORKS - ENGINEERING PROGRAM SUMMARY

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Capital Program Manager	1	1	1
Principal Civil Engineer	3	3	3
Traffic Engineer	1	1	1
Senior Civil Engineer	5	5	5
Senior Project Manager	3	3	3
Project Manager	1	2 *3	3 *5
Jr/Asst/Associate Engineer (Civil)	6	6	5 *5/6
Engineering Assistant III	1 *1	1 *4	1 *6
Engineering Assistant I/II	1	1	2 *7
Senior Public Works Inspector	1	1	1
Public Works Inspector I/II	3 *2	3 *4	2 *8
Environmental Compliance Specialist	1	1	0 *7
Total Permanent	27	28	27
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	27	28	27

*1 Position count includes one 2-year limited term Engineering Assistant III position expiring 6/30/01.

*2 Position count includes two 2-year limited term Public Works Inspector I/II positions expiring 6/30/01.

*3 Addition of a 2-year Limited Term Project Manager position ending 6/30/03.

*4 Conversion of one Limited Term Public Works Inspector and Limited Term Engineering Assistant III positions to permanent; continuation of second Limited Term Public Works Inspector position for three years ending 6/30/04.

*5 Reclassified one Jr/Asst/Associate Engineer (Civil) position to a Project Manager.

*6 Unfunded one Jr/Asst/Associate Engineer (Civil) position and one Engineering Assistant III position for Fiscal Year 2002-03.

*7 Transferred one Engineering Assistant I/II position from the Engineering and Environmental Compliance Program and transferred the Environmental Compliance Specialist position to the Engineering and Environmental Compliance Program.

*8 Eliminated the Limited Term Public Works Inspector position.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 1,442,130	1,783,940	1,501,214
Supplies and Other Services	457,441	735,715	437,015
Capital Outlay	5,505	2,400	9,720
Interfund Expenditures	11,912	15,000	14,800
TOTAL EXPENDITURES	\$ 1,916,988	2,537,055	1,962,749

**PUBLIC WORKS - ENGINEERING
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Licenses & Permits	\$ 166,069	63,000	23,000
State Intergovernmental Revenue	7,635	0	0
General Service Charges	482,338	213,500	73,500
Miscellaneous Revenue	76,450	0	7,280
TOTAL REVENUES	<u>\$ 732,492</u>	<u>276,500</u>	<u>103,780</u>

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Labor Chargeback	\$ (1,185,642)	(1,240,956)	(1,547,180) *
Salaries	2,149,928	2,468,713	2,490,070
Wages	96,985	60,800	60,800
Benefits	380,859	495,383	497,524
	<u>\$ 1,442,130</u>	<u>1,783,940</u>	<u>1,501,214</u>

* Includes additional credit of \$24,000 for charging clerical staff time to capital improvement projects.

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 29,807	22,745	24,145
Maintenance and Operations	105,487	64,665	65,065
Utilities	150,243	206,000 *1	111,000 *3
Professional/Technical Svcs	156,573	166,500	166,500
Other Expenses	15,331	275,805 *2	70,305 *4
	<u>\$ 457,441</u>	<u>735,715</u>	<u>437,015</u>

*1 Includes increased funding of \$70,000 for traffic signal electricity.

*2 Includes one-time fundings of \$125,000 for additional outside plan checking services and \$125,000 for contract construction inspection services.

*3 Includes decreased funding of \$95,000 for traffic signal electricity.

*4 Includes one-time fundings of \$25,000 for additional outside plan checking services and \$25,000 for contract construction inspection services.

PUBLIC WORKS—UTILITIES PROGRAM SUMMARY

OVERSEEING MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR— PUBLIC SERVICES

PROGRAM MANAGER—UTILITIES SERVICES MANAGER

PROGRAM MISSION STATEMENT

Manage, operate and maintain facilities and infrastructure for water distribution, sewer and storm water collection and treatment, and water reclamation.

PROGRAM FUNCTIONS

- Plan, manage, operate and maintain potable and blended water supply and distribution systems.
- Plan, manage, operate and maintain wastewater collection, treatment and discharge systems.
- Review, update, maintain and implement master plans for the water, wastewater and storm water systems.
- Meet State and Federal water quality standards.
- Maintain, operate and/or replace key water system facilities, including valves, meters, fire hydrants and backflow prevention devices and deliver 12.7 million gallons of water per day to City customers.
- Read water meters (approximately 16,000) in a timely and accurate manner.
- Ensure the trouble-free operation of the sewage pump station, retention basins and storm water removal stations through preventive maintenance.
- Provide services for the installation of sewer laterals and connections.
- Maintain the City's 1,300 catch basins and 75 miles of storm drains.
- Clear blockages during storms and make necessary repairs.
- Assure the collection and transmission of sewage to the Palo Alto Regional Water Quality Control Plant (approximately nine million gallons per day).

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Implement the Hansen Computerized Maintenance Management System in the Wastewater and Water Distribution Sections.
- Implement Phase II of the Supervisory Control and Data Acquisition (SCADA) system, including installation of the reporting package that will allow operators to monitor sewer system flows.

PUBLIC WORKS—UTILITIES PROGRAM SUMMARY

- Implement Phase II (second year of a five-year program) of an automated radio transmitter meter reading system for commercial water accounts. A total of 600 transmitters (120 per year) will be installed during the program.
- Coordinate Utilities operations with Bay Area Water Users Association (BAWUA) and Santa Clara Valley Water District regional operations and plans.

MAJOR PROGRAM CHANGES

- Water Fund:

BAWUA Membership Increase \$34,000

The City of Mountain View pays membership dues to the Bay Area Water Users Association (BAWUA) along with 28 other member agencies. BAWUA represents the interest of its members by negotiating with the San Francisco Water Department (SFWD). Dues are assessed based on each member's water purchases. The City's dues have increased steadily over the past several years and has been absorbed in the operating budget. This addition is needed as the cumulative increases can no longer be absorbed.

Gas and Electricity (\$30,000)

For Fiscal Year 2001-02, Council approved an increase for gas and electricity in the Water Fund. It was unknown at the time of budget adoption what the true impact of the energy crisis would be on gas and electricity rates. As the City took a proactive approach to conserve gas and electricity, the amount added to the budget for Fiscal Year 2001-02 can be reduced for Fiscal Year 2002-03.

- Wastewater Fund:

Gas and Electricity (\$9,000)

For Fiscal Year 2001-02, Council approved an increase for gas and electricity in the Wastewater Fund. It was unknown at the time of budget adoption what the true impact of the energy crisis would be on gas and electricity rates. As the City took a proactive approach to conserve gas and electricity, the amount added to the budget for Fiscal Year 2001-02 can be reduced for Fiscal Year 2002-03.

GAH/BUD
LHP-761-06^

**PUBLIC WORKS - UTILITIES
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED	
Utilities Services Manager	1	1	1	
Water Meters Supervisor	1	1	1	
Utilities Systems Supervisor	1	1	1	
Water Distribution Supervisor	1	1	1	
Wastewater Supervisor	1	1	1	
Utilities Inspector/Locator	2	2	1	*1
Water Quality Technician	1	1	1	
Telemetry Technician	1	1	1	
Utility Systems Specialist	1	1	1	
Senior Utilities Systems Technician	2	2	2	
Senior Water System Operator	0	0	1	*1
Water System Operator	0	0	3	*2
Heavy Equipment Operator	2	2	2	
Cross-Connection Cntrl Specialist	1	1	1	
Meter Service Worker III	1	1	1	
Meter Service Worker I/II	5	5	5	
Water Utility Worker III	2	2	2	
Water Utility Worker I/II	7	7	4	*2
Wastewater Utility Worker III	3	3	3	
Wastewater Utility Worker I/II	4	4	4	
Office Assistant III	2	2	2	
Total Permanent	39	39	39	
Total Part-Time Hourly	0.50	0.50	0.50	
TOTAL POSITIONS	39.50	39.50	39.50	

*1 Mid-Year reclassification of a Utility Inspector/Locator position to Senior Water System Operator.

*2 Mid-Year reclassification of three Water Utility Worker I/II positions to Water System Operators.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 2,593,193	3,173,482	3,374,354
Supplies and Other Services	12,862,540	13,809,485	13,288,445
Capital Outlay	15,508	79,400	0
Interfund Expenditures	230,910	269,000	286,400
TOTAL EXPENDITURES	\$ 15,702,151	17,331,367	16,949,199

**PUBLIC WORKS - UTILITIES
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Water Service Charges	\$ 13,658,297 *1	14,342,505 *2	13,497,900 *2
Wastewater Service Charges	8,172,658 *2	8,452,186 *3	8,723,331 *4
Blended Water Charges	382,770	350,000	350,000
Water Main Extensions	2,902	10,000	15,000
Wastewater Main Extensions	47,367	30,000	30,000
Miscellaneous Revenue	248,315	230,000	230,000
TOTAL REVENUES	\$ 22,512,309	23,414,691	22,846,231

*1 Includes rate increase of 14%.

*2 Includes rate increase of 3%.

*3 Includes rate increase of 4%.

*4 Includes rate increase of 8%

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 2,132,302	2,613,688	2,748,715
Wages	30,515	17,285	18,065
Benefits	430,376	542,509	607,574
	\$ 2,593,193	3,173,482	3,374,354

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 303,843	352,740 *1	352,740
Maintenance and Operations	33,845	127,400	127,400
Utilities	11,400,389	12,198,650 *2	12,462,690 *4
Professional/Technical Svcs	271,748	205,275	205,275
Other Expenses	852,715	925,420 *3	140,340 *5
	\$ 12,862,540	13,809,485	13,288,445

*1 Includes funding of \$92,000 for water fluoridation supplies.

*2 Includes increased funding of \$178,000 for gas and electricity.

*3 Transfer funding between departmental programs

*4 Includes decreased funding of \$39,000 for gas and electricity.

*5 Includes increased funding of \$34,000 for Bay Area Water Users Association membership and transfer of the Franchise Tax and In-Lieu Tax totalling \$819,080 to the non-departmental account.

**PUBLIC WORKS—ENGINEERING AND
ENVIRONMENTAL COMPLIANCE
PROGRAM SUMMARY**

OVERSEEING MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR—
PUBLIC SERVICES

PROGRAM MANAGER—ENVIRONMENTAL ENGINEERING MANAGER

PROGRAM MISSION STATEMENT

Provide engineering and environmental compliance services to the Public Services Division.

PROGRAM FUNCTIONS

- Assure postclosure activities comply with all regulatory requirements by: (1) guiding City crews; (2) administering contracts for groundwater, leachate and gas monitoring; (3) developing cost-effective corrective action programs; and (4) minimizing differential settlement groundwater contamination, odors and visual impact on Shoreline users, lessees and adjacent property owners.
- Meet all applicable Federal, State and local regulations.
- Provide engineering support and direction for the Public Services Division.
- Coordinate the Public Services Division annual CIP process.
- Participate in capital improvement project design and construction.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Coordinate water system improvements to accommodate the San Francisco Water Department's conversion from chlorine to chloramine disinfection.
- Develop the Drinking Water Source Assessment Program for the City groundwater wells required by the 1996 Federal Safe Drinking Water Act amendments.
- Complete construction of the new Cell 6 ANE landfill gas collection system by January 2003. This project will address landfill issues related to new stringent Bay Area Air Quality Management District air emissions regulatory requirements.
- Implement and monitor recommendations made in the Shoreline Sailing Lake Management Study to maintain a healthy lake system.
- Coordinate the design and environmental review process of the proposed Graham Middle School Reservoir.

GAH/BUD
LHP-761-07^

**PUBLIC WORKS - ENGINEERING AND ENVIRONMENTAL COMPLIANCE
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Environmental Engineering Manager	1	1	1
Principal Civil Engineer	1	1	1
Senior Civil Engineer	2	2	2
Utilities Project Manager	1	0 *1	0
Jr/Asst/Associate Engineer (Civil)	1	1	1
Environmental Compliance Specialist	0	0	1 *2
Engineering Assistant I/II	1	1	0 *2
Secretary	1	1	1
Total Permanent	<u>8</u>	<u>7</u>	<u>7</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL POSITIONS	<u><u>8</u></u>	<u><u>7</u></u>	<u><u>7</u></u>

*1 FY00-01 mid-Year reclassification of Utilities Project Manager position to Senior Systems Analyst; FY01-02 transfer to Finance and Administrative Services Information Services Program.

*2 Transferred the Environmental Compliance Specialist position from the Engineering Program and transferred one Engineering Assistant I/II position to the Engineering Program.

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 625,285	769,190	831,177
Supplies and Other Services	370,276	483,763	483,763
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u><u>\$ 995,561</u></u>	<u><u>1,252,953</u></u>	<u><u>1,314,940</u></u>

**PUBLIC WORKS - ENGINEERING AND ENVIRONMENTAL COMPLIANCE
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 529,055	648,460	698,108
Wages	3,177	0	0
Benefits	93,053	120,730	133,069
	<u>\$ 625,285</u>	<u>769,190</u>	<u>831,177</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 37,605	14,600	14,600
Maintenance and Operations	0	50	50
Utilities	950	250	250
Professional/Technical Svcs	306,457	438,000	438,000
Other Expenses	25,264	30,863	30,863
	<u>\$ 370,276</u>	<u>483,763</u>	<u>483,763</u>

**PUBLIC WORKS—STREETS AND LANDFILL MAINTENANCE
PROGRAM SUMMARY**

OVERSEEING MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR—
PUBLIC SERVICES

PROGRAM MANAGER—STREETS AND LANDFILL MAINTENANCE MANAGER

PROGRAM MISSION STATEMENT

Repair and maintain roadways, sidewalks and closed landfills.

PROGRAM FUNCTIONS

- Comply with regulatory requirements related to landfill postclosure maintenance.
- Plan, manage and maintain public streets, sidewalks and parking lots.
- Repair, replace, maintain and operate streetlight system.
- Repair, replace and maintain City traffic signs.
- Sweep City streets and keep City right-of-way free of litter and graffiti.

MAJOR PROGRAM GOALS FOR FISCAL YEAR 2002-03

- Complete work with Environmental Engineering Section to implement new landfill regulatory requirements, including more frequent testing for surface emissions and updated methods for obtaining gas well head readings.
- Perform all major street maintenance functions, including crack sealing, asphalt concrete patching, street sweeping, streetlight maintenance (electrical and paint), leaf removal, sidewalk repair and sign/street legend painting according to the program schedule to limit reactive, unscheduled work.
- Convert the Street Section inventory and maintenance tracking to the Public Services Computerized Maintenance Management System.

PUBLIC WORKS—STREETS AND LANDFILL MAINTENANCE PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Streets Staffing (\$85,700)

Eliminates one Streets Maintenance Worker position and seasonal hourly help.
Reduces capacity for street maintenance. No short-term noticeable impact on street maintenance anticipated.

Temporarily Unfund Heavy Equipment Specialist Position (\$33,100)

Temporarily reduces budget funding for one Heavy Equipment Specialist position. There are currently two Heavy Equipment Specialist positions, one is funded by the General Operating Fund and one is funded by the Shoreline Regional Park Community Fund. By unfunding one position, the remaining position will be split 50/50 between the two funding sources. This amount represents the General Operating Fund's share. There is a corresponding savings to the Shoreline Regional Park Community Fund. *Reduces capacity for streets and landfill maintenance. No short-term noticeable impact anticipated.*

- Shoreline Regional Park Community Fund:

Temporarily Unfund Heavy Equipment Specialist Position (\$33,100)

Temporarily reduces budget funding for one Heavy Equipment Specialist position. There are currently two Heavy Equipment Specialist positions, one is funded by the General Operating Fund and one is funded by the Shoreline Regional Park Community Fund. By unfunding one position, the remaining position will be split 50/50 between the two funding sources. This amount represents the Community's share. There is a corresponding savings to the General Operating Fund.

- Solid Waste Management Fund:

Gas and Electricity (\$15,000)

For Fiscal Year 2001-02, Council approved an increase for gas and electricity in the Solid Waste Fund. It was unknown at the time of budget adoption what the true impact of the energy crisis would be on gas and electric rates. As the City took a proactive approach to conserve gas and electricity, the amount added to the budget for Fiscal Year 2001-02 can be reduced for Fiscal Year 2002-03.

GAH/BUD
LHP-761-08^

**PUBLIC WORKS - STREETS AND LANDFILL MAINTENANCE
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Streets and Landfill Maintenance Manager	1	1	1
Streets Supervisor	2	2	2
Postclosure Supervisor	1	1	1
Lighting and Traffic Technician	1	1	1
Senior Landfill System Operator	2	2	2
Heavy Equipment Specialist	2	2	2 *1
Landfill System Operator	3	3	3
Street Maintenance Worker III	3	3	3
Street Maintenance Worker I/II	7	7	5.80 *2
Streetsweeper Operator	2	2	2
Total Permanent	24	24	22.80
Total Part-Time Hourly	0.76	0.76	0 *3
TOTAL POSITIONS	24.76	24.76	22.80

*1 Unfunded one Heavy Equipment Specialist position for Fiscal Year 2002-03.

*2 Eliminated one Streets Maintenance Worker I/II position and transferred .20 Streets Maintenance Worker I/II position to the Business Services Program.

*3 Eliminated seasonal hourly help.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 1,508,203	1,784,351	1,732,728
Supplies and Other Services	760,171	934,002	919,002
Capital Outlay	4,954	95,400	0
Interfund Expenditures	182,610	204,000	204,200
TOTAL EXPENDITURES	\$ 2,455,938	3,017,753	2,855,930

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
State Intergovernmental Revenue	\$ 20,796	0	0
General Service Charges	5,730	0	0
Miscellaneous Revenue	18,833	0	12,780
Interfund Revenue Transfers	62,400	62,400	62,400
TOTAL REVENUES	\$ 107,759	62,400	75,180

**PUBLIC WORKS - STREETS AND LANDFILL MAINTENANCE
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 1,164,291	1,416,826	1,377,113
Wages	19,731	26,327	0
Benefits	324,181	341,198	355,615
	<u>\$ 1,508,203</u>	<u>1,784,351</u>	<u>1,732,728</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 384,688	345,637 *1	345,637
Maintenance and Operations	3,617	7,300	7,300
Utilities	288,337	428,400 *2	413,400 *4
Professional/Technical Svcs	59,766	75,525	75,525
Other Expenses	23,763	77,140 *3	77,140
	<u>\$ 760,171</u>	<u>934,002</u>	<u>919,002</u>

*1 Transferred funding of \$5,000 to the Business Services program.

*2 Includes increased funding of \$124,000 for street light electricity and \$30,000 for landfill gas and electric costs.

*3 Includes reduction of \$30,000 in rental costs due to purchase of equipment.

*4 Includes decreased funding of \$15,000 for gas and electricity.

PUBLIC WORKS—FACILITIES PROGRAM SUMMARY

OVERSEEING MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR— PUBLIC SERVICES

PROGRAM MANAGER—FACILITIES SERVICES MANAGER

PROGRAM MISSION STATEMENT

Operate, maintain and improve buildings and structures.

PROGRAM FUNCTIONS

- Manage, maintain and improve City buildings.
- Provide facilities maintenance, project management and contract administrative services.
- Provide design services for modifying existing City buildings.
- Represent the operation and maintenance perspective in building design, modification and construction.
- Develop and implement standard operating policies and procedures.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Perform building maintenance activities as outlined in the third year of the 10-year building maintenance schedule. Continue to perform component and equipment condition assessments.
- Implement remaining cost saving energy conservation recommendations at City Hall and the Center for the Performing Arts.
- Complete first-year improvements to City facilities to meet the Americans with Disabilities Act (ADA) guidelines outlined in the ADA Compliance Strategic Plan.

PUBLIC WORKS—FACILITIES PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Gas and Electricity (\$403,500)

For Fiscal Year 2001-02, Council approved a significant increase in the budget for gas and electricity for City buildings. It was unknown at the time of budget adoption what the true impact of the energy crisis would be on gas and electric rates. As the City took a proactive approach to conserve gas and electricity, the amount added to the budget for Fiscal Year 2001-02 can be significantly reduced for Fiscal Year 2002-03. *No service level impact.*

Charge Facility Staff Time to Annual Facilities Capital
Improvement Project (CIP) (\$53,300)

Charges 25.0 percent of the Facilities Manager's and 25.0 percent of the Facilities Supervisor's time to the annual Facilities CIP. This more appropriately reflects the amount of time spent on management of the CIP. *Increases charges to the CIP, but no short-term significant impact anticipated.*

Miscellaneous Reductions (\$12,000)

Reduces department's miscellaneous maintenance services. *No significant impact anticipated.*

Janitorial \$7,600

Provides funding for cost-of-living adjustments for the janitorial contract (1.5 percent) and funding for janitorial services for Police sleeping quarters. *Maintains desired level of service.*

GAH/BUD
LHP-761-09^

**PUBLIC WORKS - FACILITIES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 663,765	712,654	691,246 *1
Wages	0	2,418	0 *2
Benefits	138,383	162,850	182,931
	<u>\$ 802,148</u>	<u>877,922</u>	<u>874,177</u>

*1 Includes credit of \$53,300 for staff time charged to annual capital improvement project.

*2 Includes decrease funding of \$2,400 for temporary hourly help.

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 41,117	27,095	27,095
Maintenance and Operations	613,746	702,850 *1	710,450 *4
Utilities	968,902	1,418,525 *2	1,015,025 *5
Professional/Technical Svcs	256,986	162,850 *3	150,850 *6
Other Expenses	9,178	11,035	11,035
	<u>\$ 1,889,929</u>	<u>2,322,355</u>	<u>1,914,455</u>

*1 Includes increased funding of \$90,200 for janitorial services.

*2 Includes increased funding of \$656,000 for gas and electricity.

*3 Includes increased funding of \$50,000 for facility professional services.

*4 Includes increased funding of \$7,600 for janitorial services.

*5 Includes decreased funding of \$403,500 for gas and electricity.

*6 Includes decreased funding of \$12,000 for miscellaneous maintenance services.

**PUBLIC WORKS - FACILITIES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 663,765	712,654	691,246
Wages	0	2,418	0
Benefits	138,383	162,850	182,931
	<u>\$ 802,148</u>	<u>877,922</u>	<u>874,177</u>

*1 Includes credit of \$53,300 for staff time charged to annual capital improvement project.

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<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 41,117	27,095	27,095
Maintenance and Operations	613,746	702,850 *1	710,450
Utilities	968,902	1,418,525 *2	1,015,025
Professional/Technical Svcs	256,986	162,850 *3	150,850
Other Expenses	9,178	11,035	11,035
	<u>\$ 1,889,929</u>	<u>2,322,355</u>	<u>1,914,455</u>

*1 Includes increased funding of \$90,200 for janitorial services.

*2 Includes increased funding of \$656,000 for gas and electricity.

*3 Includes increased funding of \$50,000 for facility professional services.

*4 Includes increased funding of \$7,600 for janitorial services.

*5 Includes decreased funding of \$403,500 for gas and electricity.

*6 Includes decreased funding of \$12,000 for miscellaneous maintenance services.

PUBLIC WORKS—FLEET SERVICES PROGRAM SUMMARY

OVERSEEING MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR— PUBLIC SERVICES

PROGRAM MANAGER—FLEET SERVICES MANAGER

PROGRAM MISSION STATEMENT

Maintain, repair and purchase vehicles and equipment.

PROGRAM FUNCTIONS

- Procure and maintain the City's vehicle and equipment fleet.
- Maximize the useful life of the City's fleet by managing a preventive maintenance program.
- Perform safety inspections on heavy equipment and test emissions from all gasoline- and diesel-fueled vehicles to ensure compliance with State regulatory agencies.
- Provide technical advice for the fleet replacement program.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Investigate the transition of medium- and heavy-duty fleet vehicles to alternate fuel vehicles. Research and apply for grant/incentive fundings as appropriate.
- Complete the transition of the Fleet Services inventory and maintenance tracking to the Public Services Computerized Maintenance Management System.
- Coordinate with customer departments to improve the management of the vehicle fleet.

GAH/BUD
LHP-761-10^

**PUBLIC WORKS - FLEET SERVICES
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Fleet Services Manager	1	1	1
Equipment Maintenance Supervisor	1	1	1
Equipment Mechanic III	2	2	2
Equipment Mechanic I/II	4	4	4
Equipment Service Worker	1	1	1
Program Assistant	1	1	1
Total Permanent	10	10	10
Total Part-Time Hourly	0.12	0.12	0.12
TOTAL POSITIONS	<u>10.12</u>	<u>10.12</u>	<u>10.12</u>

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 795,924	859,359	920,366
Supplies and Other Services	542,035	626,567	626,567
Capital Outlay	0	72,100	12,600
Interfund Expenditures	30,196	22,000	22,000
TOTAL EXPENDITURES	<u>\$ 1,368,155</u>	<u>1,580,026</u>	<u>1,581,533</u>

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Equipment Maintenance Charges	\$ 1,427,056	1,599,600	1,662,100
TOTAL REVENUES	<u>\$ 1,427,056</u>	<u>1,599,600</u>	<u>1,662,100</u>

**PUBLIC WORKS - FLEET SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 643,999	697,628 *	743,743
Wages	9,787	7,288	7,615
Benefits	142,138	154,443	169,008
	<u>\$ 795,924</u>	<u>859,359</u>	<u>920,366</u>

* Includes increase of \$10,000 for overtime.

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 17,856	15,800	15,800
Maintenance and Operations	493,433	589,072 *1	589,072
Utilities	2,185	3,000	3,000
Professional/Technical Svcs	3,640	0	0
Other Expenses	24,921	18,695	18,695
	<u>\$ 542,035</u>	<u>626,567</u>	<u>626,567</u>

*1 Includes increased funding of \$75,000 for fuel.

COMMUNITY SERVICES DEPARTMENT

The Community Services Department is responsible for delivery of recreation programs and services and for the maintenance of City-owned parks, roadway landscaping and street trees. In addition, the department is responsible for the continued development and operation of commercial and recreational activities at the City's 650-acre Shoreline at Mountain View regional park, for the programming and operation of the Mountain View Center for the Performing Arts, and for the maintenance and operation of Shoreline Golf Links.

ADMINISTRATION

Administration is responsible for the management of the Community Services Department.

PERFORMING ARTS DIVISION

Performing Arts is responsible for the management and operation of the Mountain View Center for the Performing Arts—a three-theater performing arts complex owned by the City. The Center and its staff service an active schedule of performances with a balanced mix of community and regional artists. The Center provides a well-maintained and equipped facility; technical service support; computerized ticket sales operation; marketing and publication support; house and concessions management; and a volunteer usher corps for 350 performances annually.

SHORELINE DIVISION

The Shoreline Division is responsible for operations, protection and enhancement of environment areas within Shoreline at Mountain View; rental and operations of the historic Rengstorff House; regulatory permits relating to open space and marsh restoration; and management of commercial leases within Shoreline at Mountain View.

FORESTRY AND ROADWAY LANDSCAPE DIVISION

The Forestry and Roadway Landscape Division is responsible for maintaining the landscape on roadways, medians, overpasses and all nonpark City-owned lands; managing the Urban Forestry Program, which includes maintenance of the City street trees (including those in parks); and enforcement of the City's Heritage Tree Ordinance. Division personnel are also responsible for maintenance of 114.5 acres of roadway landscape and 33,000 trees. In addition to these responsibilities, division personnel

maintain 12 acres in the downtown area consisting of Castro Street and the Civic Center and administers an Integrated Pest Management Program.

PARKS DIVISION

The Parks Division is responsible for protecting and maintaining the City's landscape investment at 31 urban parks (182.75 acres) and 3.5 miles of pedestrian trail along Stevens Creek, 650 acres of Shoreline park and supporting community recreational open space needs.

RECREATION DIVISION

Recreation provides an opportunity for community members to meet a portion of their recreation and social needs, introduce and develop leisure skills, promote healthy lifestyles, and stimulate community involvement and pride.

Activities, classes and events are held at Cuesta and Rengstorff District Parks, Crittenden and McKelvey Athletic Parks, Deer Hollow Farm, Mountain View Sports Pavilion, Whisman Sports Center, Community Center, Senior Center, Eagle and Rengstorff Pools, historic Adobe Building and various other park areas and school sites.

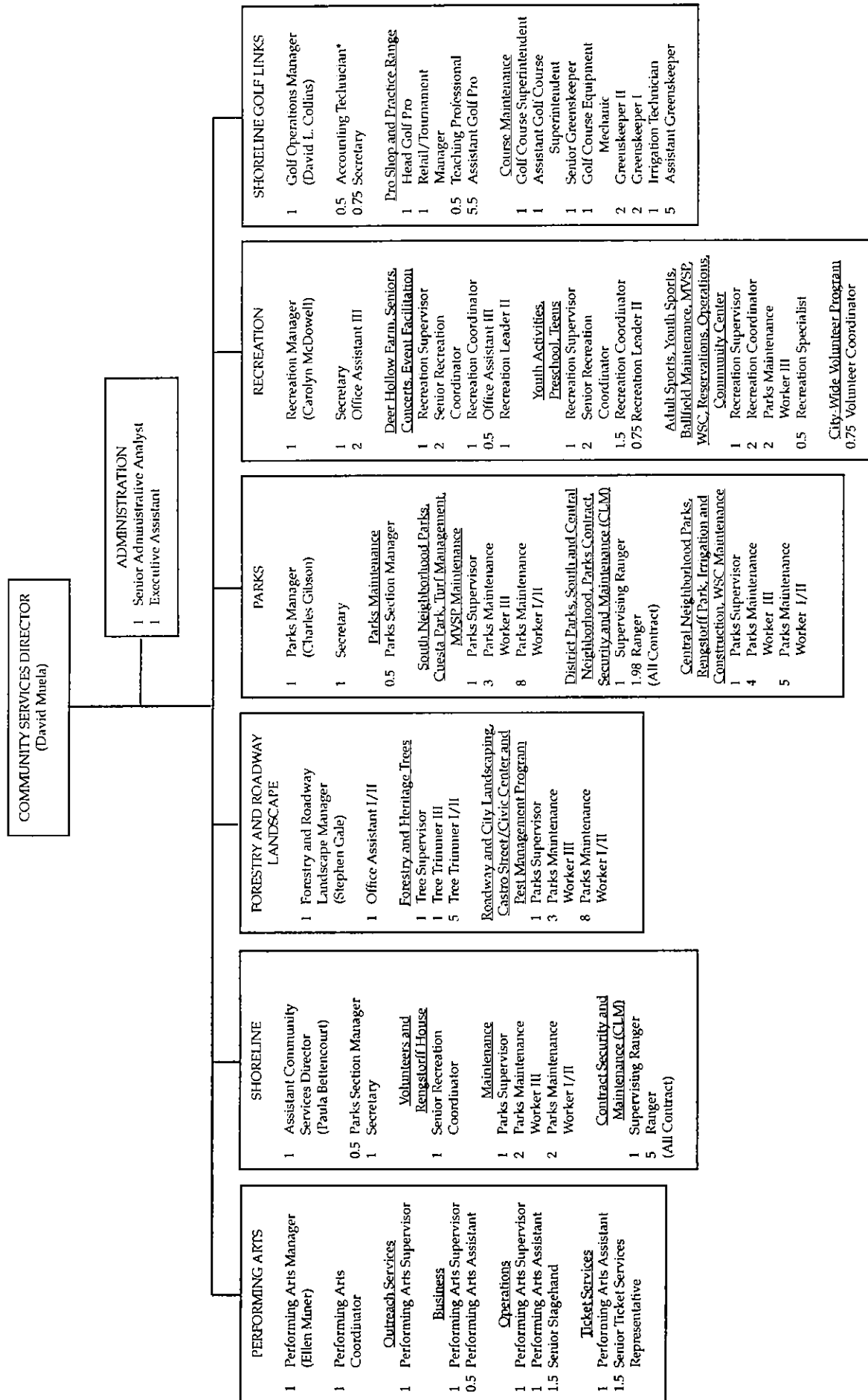
Program areas include: aquatics; adult and youth sports; seniors; cultural arts; preschool; elementary and teens; environmental education; volunteers; coordination of Downtown Parade, Tree Lighting, Halloween Family Festival, yard sale and summer concerts; reservations of buildings and facilities; and facilitation of special events.

SHORELINE GOLF LINKS DIVISION

The division is responsible for the operation and maintenance of Shoreline Golf Links, the City's 18-hole golf course. The course is open for group and individual play 364 days a year.

This division is responsible for booking reservations and starting times; collecting and accounting for all fees charged at the course; renting and servicing golf cars; retail sales; operating and maintaining the practice range; and maintaining the golf course (irrigation, mowing, fertilizing, aerating and associated cultural practices).

COMMUNITY SERVICES DEPARTMENT



FISCAL YEAR 2002-03 POSITION TOTALS:

99.0	Full-Time
13.75	Permanent Part-Time
8.98	Contract

*Located in the Finance and Administrative Services Department but budgeted in the Community Services Department.

COMMUNITY SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER-COMMUNITY SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

To provide park, recreation and cultural opportunities.

DEPARTMENT FUNCTIONS

- Assure that services provided are responsive to community needs.
- Assure that the department's services are provided in a cost-effective manner.
- Provide access to Performing Arts facilities and provide quality service for clients/licensees. (M 1, 3)
- Provide entertainment opportunities for Center for the Performing Arts patrons. (M 2, 3, 5)
- Provide education and outreach opportunities to the community. (M 6)
- Comply with various regulatory agency requirements as they relate to wetlands, wildlife and land use in the Shoreline area. (M 7)
- Provide visitors a safe and secure passive outdoor recreation experience by proper maintenance and supervision of trails, pathways, turf areas and facilities in the Shoreline area. (M 8, 9)
- Coordinate City-wide volunteer program. (M 4, 10, 36)
- Manage forestry program which includes maintenance of City trees and enforcement of the Heritage Tree Ordinance. (M 11, 12, 13, 16, 17)
- Conduct safety inspections of all park and playground areas and equipment. (M 19, 20)
- Maintain all City landscaped areas, including parks, Stevens Creek Trail, medians and roadways and public facilities. (M 14, 15, 18, 21, 22, 23, 24)
- Conduct or schedule youth and adult recreation activities, classes and events based on community preferences. (M 25, 26, 27, 28, 29, 34, 35)
- Provide environmental education classes and camps at Deer Hollow Farm. (M 30, 31)
- Provide a comprehensive aquatics program using Eagle and Rengstorff Pools. (M 32, 33)
- Manage and operate golf course in such a manner as to maximize operating revenues and control operating expenses. (M 37)
- Provide golfing customers an enjoyable golfing experience. (M 38)

COMMUNITY SERVICES DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Continue efforts to locate and acquire open space in neighborhoods underserved in regard to park and recreation facilities.
- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report in conjunction with the Public Works Department.
- Assist with the Shoreline Maintenance Facility Design Study in conjunction with the Public Works Department.
- Assist with the design of the Community Center project in conjunction with the Public Works Department.
- Assist with the design of the Graham School site reservoir and athletic field in conjunction with the Public Works Department.
- Assist with the preparation of a master plan (including adult day care and/or intergenerational facility) and temporary modular facility for the Senior Center in conjunction with the Public Works Department.
- Implement Year 1 forestry management audit findings in conjunction with the City Manager's Office.
- Site, design, construct and operate a bicycle park in Mountain View.
- Review and update Council Policy K-14 (Special Event Policy) and forward recommendations to City Council.
- Review and update golf course promotional and marketing policy and forward recommendations to City Council.

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Performing Arts:					
1. Percentage of users (licensee) who rate the Center's services as "high quality"	>80%	75%	>80%	81%	>80%
2. Percentage of all patron surveys received indicating that the respondent enjoyed their time at the Center	>80%	98%	>80%	98%	>80%
3. Number of performances	380	388	380	386	350
4. Number of volunteer hours	10,500	10,637	10,500	10,552	7,500
5. Number of seats sold (including TheatreWorks performances of Lucie Stern facility events) ^(A)	140,000	190,064	140,000	177,534	110,000
6. Number of tickets given to Mountain View nonprofits by Center licensees as a result of Center outreach program.	300	882	400	996	400
Shoreline:					
7. Percentage of annual regulatory permits and reports completed on time	100%	100%	100%	No Reports Required	100%
8. Percentage of trail and park users rating satisfaction above average (maintenance of trails, safety, etc.)	>90%	90%	>90%	99%	>90%
9. Number of park visitors (# in thousands)	900	900 ^(B)	900	900 ^(B)	900
10. Volunteer time staffing equivalent	5.5 FTE	1.80 FTE ^(C)	5.5 FTE	2.3 FTE ^(C)	5.5 FTE
Forestry:					
11. Percent of trees serviced versus scheduled as part of cyclic pruning program	>75%	84%	>75%	76%	>75%
12. Average cost of trimming per tree (based on industry standards)	\$128	\$100	\$128	\$97	\$128
13. Percent of trees planted in the prior year receiving maintenance	>95%	100%	>95%	100%	>95%
14. Percent of roadway median islands serviced per program service standards (based on NRPA standards)	>95%	96%	>95%	96%	>95%
15. Percent of inquiries responded to within 24 hours	>95%	100%	>95%	100%	>95%
16. Number of trees planted annually	250	291	250	262	250
17. Number of trees trimmed or serviced annually	3,600	3,656	3,600	3,614	3,600
18. Acres maintained—roadway medians	114.5	114.5	114.5	114.5	114.5

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Parks:					
19. Percent of playground equipment in compliance with California SB 2733 and the Americans with Disabilities Act Accessibility Guidelines (ADAAG)	>25%	22%	>25%	28%	>40%
20. Percent of inspections completed biannually of all City-maintained park play equipment	100%	100%	100%	100%	100%
21. Percent of park construction and irrigation work orders completed in compliance with National Park and Recreation Association (NRPA) Mode II maintenance standards (high level maintenance)	>90%	85% ^(D)	>90%	98.25%	>90%
22. Percent of park turf acres maintained in compliance with NRPA Mode II maintenance standards (high level maintenance)	100%	81% ^(E)	100%	75% ^(F)	100%
23. Acres maintained—regional parks/public facilities (includes all portions of Shoreline Regional Park, Charleston Slough, Vista Slope and the Crittenden site)	772	772	772	772	772
24. Acres maintained—urban parks/public facilities	171.15	181.8 ^(G)	182.72 ^(H)	182.72	183.81 ^(I)
Recreation:					
25. Percent of classes cancelled due to lack of registrants compared to the number of classes offered	<10%	4.2%	<10%	6.33%	<10%
26. Percent of class refunds requested due to dissatisfaction compared to the number of individuals participating in classes	<1%	0.5%	<1%	0.24%	<1%
27. Percent of adult sports teams registered compared to number of openings	>98%	95%	>98%	95%	>98%
28. Percent of partial or full fee waiver registrations compared to total registrations	10%	8%	10%	10%	10%
29. Average number of students participating in after-school programs (per day).	350	261	350	264 ^(J)	350
30. Number of classes/students participating in Deer Hollow Farm school year field trips	150/ 3,400	176/ 3,502	150/ 3,400	171/ 3,661	150/ 3,400

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
31. Percent of teacher evaluations rating Deer Hollow Farm school year field trips good or excellent	>99%	100%	>99%	100%	>99%
32. Percent of parents rating swim lessons good or excellent	>90%	89%	>90%	95%	>90%
33. Percent of lap swim participants rating the program good or excellent	>95%	99.5%	>95%	100%	>95%
34. Percent increase in Teen Center memberships				New for FY 2002-03	>120%
35. Percent of weekend BBQ reservations (April to September) compared to space available				New for FY 2002-03	>75%
36. Volunteer time staffing equivalent (City-wide)	18 FTE	15.9 FTE	18 FTE	17.8 FTE	18 FTE
Shoreline Golf Links:					
37. Percentage of revenues generated versus operating costs	>100%	130%	>100%	145%	>100%
38. Number of golf rounds played	70,000	71,803	75,000	76,061	75,000

-
- (A) The Center's box office is the only box office where tickets for TheatreWorks' Lucie Stern performances can be purchased.
- (B) Estimated due to shortage of volunteers.
- (C) Shoreline is experiencing a shortage of volunteers. Volunteers have left and staff has not had sufficient time and resources to recruit replacements.
- (D) Results are lower than expected due to reassignment of personnel to a special project during the first half of the year.
- (E) Results were lower than expected due to crew vacancies during the first half of the year.
- (F) Results were lower than expected due to above-average rain amounts and other weather-related factors.
- (G) A dog park (1.0 acre) was added October 2000, and Mercy-Bush Park (0.6 acre) was added March 2001.
- (H) Chetwood Park (0.92 acre) was added July 2001.
- (I) Magnolia Park (1.09 acre) will be added during the fiscal year.
- (J) Graham Middle School began offering their own after-school homework center in the spring.

LT/BUD
LHP-244-01^

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Community Services Director	1	1	1
Assistant Community Services Director	1	1	1
Performing Arts Manager	1	1	1
Forestry and Roadway Landscape Manager	0	0	1 *4
Parks Manager	1	1	1
Recreation Manager	1	1	1
Golf Course Operations Manager	1	1	1
Performing Arts Supervisor	3	3	3
Parks Section Manager	2	2	1 *4
Tree Supervisor/Arborist	1	1	1
Parks Supervisor	4	4	4
Golf Course Superintendent	1	1	1
Assistant Golf Course Superintendent	1	1	1
Head Golf Professional	1	1	1
Performing Arts Coordinator	1	1	1
Recreation Supervisor	3	3	3
Senior Recreation Coordinator	5	5	5
Volunteer Coordinator	0.75	0.75	0.75
Recreation Coordinator	4.50	4.50	4.50
Retail/Tournament Manager	1	1	1
Tree Trimmer III	1	1	1
Tree Trimmer I/II	5	5	5
Parks Maintenance Worker III	14	14	14
Parks Maintenance Worker I/II	23	23	23
Senior Greenskeeper	1	1	1
Golf Course Equipment Mechanic	1	1	1
Greenskeeper II	2	2	2
Greenskeeper I	2	2	2
Teaching Professional	0.50	0.50	0.50
Assistant Golf Professional	5.50	5.50	5.50
Irrigation Technician	1	1	1
Assistant Greenskeeper	5	5	5
Senior Administrative Analyst	1	1	1
Accounting Technician	0.50	0.50	0.50
Executive Assistant	1	1	1
Secretary	3.75	3.75	3.75
Office Assistant III	1.50	2.50 *1	2.50
Office Assistant I/II	1	1	1
Performing Arts Assistant	2.25	2.50 *2	2.50
Subtotal Permanent	106.25	107.50	107.50

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

Balance Farward	106.25	107.50	107.50
Recreation Specialist	0.50	0.50	0.50
Senior Stagehand	1.50	1.50	1.50
Senior Ticket Service Representative	1.50	1.50	1.50
Recreation Leader II	1.75	1.75	1.75
Total Permanent	111.50	112.75	112.75
Total Part-Time Hourly	37.58	37.02 *3	38.95 *5
TOTAL POSITIONS	149.08	149.77	151.70

*1 Addition of an Office Assistant III position.

*2 Conversion of three-quarter-time Performing Arts Assistant position to full-time.

*3 Addition of hours for Adobe building, reduction of hours for increase in permanent position, and conversion of contract dollars to hours

*4 Mid-Year reclassification of a Parks Section Manager position to Forestry and Roadway Landscape Manager.

*5 Combination of eliminated hours, contract dollars converted to hours, and additional hours for new parks.

DEPARTMENT PROGRAMS	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Community Services Administration	\$ 481,388	603,540	559,316
Performing Arts	1,061,275	1,064,202	1,076,195
Shoreline	1,237,931	1,548,109	1,718,647
Forestry and Roadway Landscape	0	2,268,194	2,306,917
Parks	4,697,641	3,063,457	3,067,293
Recreation	2,463,283	2,998,000	2,871,256
Shoreline Golf Links	2,599,369	2,813,175	2,991,142
	\$ 12,540,887	14,358,677	14,590,766

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 7,599,321	9,336,447	9,888,613
Supplies and Other Services	4,456,180	4,479,380	4,309,503
Capital Outlay	223,167	222,350	70,000
Interfund Expenditures	262,219	320,500	322,650
TOTAL EXPENDITURES	\$ 12,540,887	14,358,677	14,590,766

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

<u>FUNDING SOURCES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Operating Fund	\$ 8,608,592	9,853,891	9,763,977
General Fund Reserve	0	12,502	12,000
Shoreline Golf Links	2,599,364	2,813,175	2,991,142
Shoreline Regional Park Community	1,332,931	1,679,109	1,823,647
TOTAL FUNDING	<u>\$ 12,540,887</u>	<u>14,358,677</u>	<u>14,590,766</u>

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Rents & Leases	\$ 402,311	364,200	419,000
Local Intergovernmental Revenue	115,611	155,000	105,000
Recreation Service Charges	828,554	763,500	832,750
Golf Course Service Charges	3,156,637	3,733,700	4,063,000
General Service Charges	5,585	4,850	5,850
Miscellaneous Revenue	464,059	279,500	319,700
Interfund Revenue Transfers	165,740	61,000	311,000
TOTAL REVENUES	<u>\$ 5,138,497</u>	<u>5,361,750</u>	<u>6,056,300</u>

COMMUNITY SERVICES—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—COMMUNITY SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide leadership and management to the Community Services' divisions in support of their efforts to deliver quality services to the community.

PROGRAM FUNCTIONS

- Assure that services provided are responsive to community needs.
- Analyze the department's services to assure they are provided in a cost-effective manner.
- Provide direction and support to all Community Services divisions.
- Provide support to the Parks and Recreation Commission, Heritage Tree Board and Performing Arts Advisory Committee.
- Work closely with other City departments, commissions and committees serviced by the Community Services Department.
- Perform community outreach with local service clubs, civic groups and organizations.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Continue efforts to locate and acquire open space in neighborhoods underserved in regard to park and recreation facilities.
- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report in conjunction with the Public Works Department.
- Assist with the Shoreline Maintenance Facility Design Study in conjunction with the Public Works Department.
- Assist with the design of the Community Center project in conjunction with the Public Works Department.
- Assist with the design of the Graham School site reservoir and athletic field in conjunction with the Public Works Department.
- Assist with the preparation of a master plan (including adult day care and/or intergenerational facility) and temporary modular facility for the Senior Center in conjunction with the Public Works Department.

COMMUNITY SERVICES—ADMINISTRATION

PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Transfer Staff Time (\$13,700)

Transfers 10.0 percent of Assistant Community Services Director's time more appropriately to the Shoreline Regional Park Community Fund. This would change the split to 15.0 percent General Fund and 85.0 percent Shoreline Regional Park Community. *No service level impact.*

Miscellaneous Reductions (\$12,400)

Reduces miscellaneous supplies and training budget. *No significant impact anticipated.*

LT/BUD

LHP-244-02^

**COMMUNITY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Community Services Director	1	1	1
Assistant Community Services Director	0	0.25 *1	0.15 *2
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	1
Total Permanent	<u>3</u>	<u>3.25</u>	<u>3.15</u>
Total Part-Time Hourly	<u>0.16</u>	<u>0.16</u>	<u>0.16</u>
TOTAL POSITIONS	<u>3.16</u>	<u>3.41</u>	<u>3.31</u>

*1 Transferred .25 Assistant Community Services Director from the Shoreline Program.

*2 Transferred .10 Assistant Community Services Director to the Shoreline Program.

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 342,070	421,522	426,220
Supplies and Other Services	122,969	182,018	133,096
Capital Outlay	16,349	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u>\$ 481,388</u>	<u>603,540</u>	<u>559,316</u>

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Interfund Revenue Transfers	\$ 29,740	0	0
TOTAL REVENUES	<u>\$ 29,740</u>	<u>0</u>	<u>0</u>

**COMMUNITY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 291,553	348,905	352,048
Wages	440	9,741	8,043 *
Benefits	50,077	62,876	66,129
	<u>\$ 342,070</u>	<u>421,522</u>	<u>426,220</u>

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 6,812	4,016	4,016
Maintenance and Operations	0	0	0
Utilities	1,818	2,190	2,190
Professional/Technical Svcs	102,197	148,735 *1	114,235 *3
Other Expenses	12,142	27,077 *2	12,655 *4
	<u>\$ 122,969</u>	<u>182,018</u>	<u>133,096</u>

* Includes decreased funding of \$2,000 for temporary hourly help.

*1 Includes funding of \$26,000 for Shoreline Amphitheatre patrol contract and increased funding of \$10,000 for City-sponsored Amphitheatre events.

*2 Includes one-time rebudget of \$12,500 for Adobe Building start-up costs.

*3 Includes transfer of \$26,000 for Shoreline Amphitheatre patrol to the Police Department. Includes decreased funding of \$8,500 for miscellaneous contract training.

*4 Includes decreased funding of \$1,900 for miscellaneous training.

COMMUNITY SERVICES—PERFORMING ARTS PROGRAM SUMMARY

PROGRAM MANAGER—PERFORMING ARTS MANAGER

PROGRAM MISSION STATEMENT

The Mountain View Center for the Performing Arts seeks to enrich Silicon Valley audiences through enjoyment, celebration and interaction with the arts.

PROGRAM FUNCTIONS

- Provide access to Performing Arts facilities and provide quality service for clients/licensees.
- Provide entertainment opportunities for patrons.
- Provide education and outreach opportunities to the community.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Select a long-term operator for the Center café in conjunction with the Public Works Department.
- Research and analyze new ticketing system.

MAJOR PROGRAM CHANGES

- General Operating Fund:
Miscellaneous Reductions (\$10,000)
Reduces miscellaneous supplies budget. *No significant impact anticipated.*
- General Fund Reserve:
Drapery Cleaning (one-time expenditure) \$10,000
Provides one-time funding for drapery cleaning. This cleaning will extend the life of the drapery as well as maintain the flameproofing safety feature. *No service level impact.*

LT/BUD
LHP-244-03^

**COMMUNITY SERVICES - PERFORMING ARTS
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Performing Arts Manager	1	1	1
Performing Arts Supervisor	3	3	3
Performing Arts Coordinator	1	1	1
Performing Arts Assistant	2.25	2.50 *	2.50
Senior Stagehand	1.50	1.50	1.50
Senior Ticket Service Representative	1.50	1.50	1.50
Total Permanent	10.25	10.50	10.50
Total Part-Time Hourly	0.92	0.79 *	0.79
TOTAL POSITIONS	11.17	11.29	11.29

* Conversion of three-quarter-time Performing Arts Assistant to full-time and the reduction of hours.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 864,128	851,259	898,252
Supplies and Other Services	178,558	147,943	147,943
Capital Outlay	18,589	65,000	30,000
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,061,275	1,064,202	1,076,195

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Rents & Leases	\$ 279,116 *	231,200	269,000
Miscellaneous Revenue	314,633	129,500	171,700
TOTAL REVENUES	\$ 593,749	360,700	440,700

* Includes rate increase. offset by nonprofit subsidy.

**COMMUNITY SERVICES - PERFORMING ARTS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>		<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$	551,804	622,780	648,220
Wages		185,937	89,559	90,675
Benefits		126,387	138,920	159,357
	\$	<u>864,128</u>	<u>851,259</u>	<u>898,252</u>
<u>SUPPLIES AND SERVICES</u>		<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$	65,260	75,666	65,046 *1
Maintenance and Operations		9,047	13,630	15,150
Utilities		693	1,150	1,150
Professional/Technical Svcs		83,294	50,100	50,100
Other Expenses		20,264	7,397	16,497 *2
	\$	<u>178,558</u>	<u>147,943</u>	<u>147,943</u>

*1 Includes decreased funding of \$10,000 for miscellaneous supplies.

*2 Includes one-time funding of \$10,000 for drapery cleaning.

COMMUNITY SERVICES—SHORELINE

PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT COMMUNITY SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide regional open space facilities and opportunities.

PROGRAM FUNCTIONS

- Comply with various regulatory agency requirements as they relate to wetlands, wildlife and land use.
- Provide visitors a safe and secure passive outdoor recreation experience by proper maintenance and supervision of trails, pathways, turf areas and facilities.
- Manage a cost-effective volunteer ranger and docent program that will assist in the enforcement of Shoreline and Stevens Creek Trail rules and regulations, the education of visitors and trail users, assist with litter control and maintenance and conduct tours of the historic Rengstorff House.
- Manage and oversee clubhouse (Michaels Restaurant) and boathouse lessees to assure that these concessions are meeting lease terms and expectation levels of the City.
- Manage and oversee park-related capital improvement projects.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report in conjunction with the Public Works Department.
- Assist with the Shoreline Maintenance Facility Design Study in conjunction with the Public Works Department.
- Renovate various play structures and sites maintained by the City in association with the 2000 Playground Survey and Assessment Report: Sylvan, Monta Loma, Cooper and Varsity Parks.
- Assist with the Shoreline Boulevard landscape project (within Shoreline park) in conjunction with the Public Works Department.
- Evaluate the Youth Corps Program.

COMMUNITY SERVICES—SHORELINE

PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- Shoreline Regional Park Community Fund:

Maintenance Staff	\$74,400
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Transfers one Parks Maintenance Worker III position's time more appropriately from the General Operating Fund to the Shoreline Regional Park Community Fund.

Transfer Contract Parks Maintenance	\$20,000
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Transfers costs of contract parks maintenance more appropriately from the General Operating Fund to the Shoreline Regional Park Community Fund for areas maintained within the community.

Transfer Staff Time	\$13,700
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Transfers 10.0 percent of Assistant Community Services Director's time more appropriately from the General Operating Fund to the Shoreline Regional Park Community Fund. With this change, the charge would be split 15.0 percent to the General Fund and 85.0 percent to the Shoreline Regional Park Community Fund.

Dog Park	\$12,500
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Council approved the creation of a dog park in Shoreline park. This amount represents the cost necessary for maintenance and operations of the dog park.

Contract Ranger Services	\$11,000
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The City has contracted with California Land Management (CLM) for ranger services since 1983. This provides for a cost-of-living adjustment of 5.0 percent for Fiscal Year 2002-03. Contracting with CLM remains a cost-effective way for the City to provide patrol services at Charleston Park, Stevens Creek Trail, Shoreline Park, Vista Slope and Crittenden Hill, and rest room maintenance at Charleston Park.

LT/BUD
LHP-244-04^

**COMMUNITY SERVICES - SHORELINE
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Assistant Community Services Director	1	0.75 *1	0.85 *4
Parks Section Manager	0	0.50 *2	0.50
Parks Supervisor	1	1	1
Sr Recreation Coordinator	1	1	1
Parks Maintenance Worker III	1	1	2 *5
Parks Maintenance Worker I/II	2	2	2
Secretary	1	1	1
Total Permanent	7	7.25	8.35
Total Part-Time Hourly	2.72	3.48 *3	3.84 *6
TOTAL POSITIONS	9.72	10.73	12.19

*1 Transferred .25 Assistant Community Services Director to the Administration Program.

*2 Transferred .50 Parks Section Manager from the Parks Program.

*3 Conversion of contract dollars to hours.

*4 Transferred .10 Assistant Community Services Director from the Administration Program.

*5 Transferred one Parks Maintenance Worker III position from the Parks Program.

*6 Conversion of temporary help dollars to hours and additional hours for Dog Park operations.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 673,366	806,508	936,237
Supplies and Other Services	542,770	713,601	752,910
Capital Outlay	10,114	0	0
Interfund Expenditures	11,681	28,000	29,500
TOTAL EXPENDITURES	\$ 1,237,931	1,548,109	1,718,647

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Rents & Leases	\$ 123,195	98,000	115,000
Miscellaneous Revenue	3,963	15,000	15,000
TOTAL REVENUES	\$ 127,158	113,000	130,000

**COMMUNITY SERVICES - SHORELINE
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 442,459	538,886	626,764
Wages	132,639	145,622	152,072
Benefits	98,268	122,000	157,401
	<u>\$ 673,366</u>	<u>806,508</u>	<u>936,237</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 75,407	82,472	87,787 *2
Maintenance and Operations	13,223	24,700	24,700
Utilities	81,383	130,650	134,350 *2
Professional/Technical Svcs	328,473	458,199 *1	490,633 *3
Other Expenses	44,284	17,580	15,440 *2
	<u>\$ 542,770</u>	<u>713,601</u>	<u>752,910</u>

*1 Includes increased funding of \$19,500 for contract ranger services.

*2 Includes increased funding of \$12,500 for the new dog park operations.

*3 Includes increased funding of \$20,000 for contract parks maintenance and \$11,000 for contract ranger services.

COMMUNITY SERVICES—FORESTRY AND ROADWAY LANDSCAPE PROGRAM SUMMARY

PROGRAM MANAGER—FORESTRY AND ROADWAY LANDSCAPE MANAGER

PROGRAM MISSION STATEMENT

To provide forestry and roadway landscape maintenance services.

PROGRAM FUNCTIONS

- Manage Forestry Program, including maintenance of City trees and enforcement of the Heritage Tree Ordinance.
- Maintain all nonpark City landscaped areas, including medians, roadways and vacant land.
- Maintain downtown area, including Civic Center, Pioneer Park, Castro Street, Transit Center and Adobe Building.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Implement Year 1 forestry management audit findings in conjunction with the City Manager's Office.
- Assist with the development and implementation of Arbor Day 2003.
- Implement a landscape maintenance program for the Centennial Plaza.
- Assist with the implementation of the Hansen database software.
- Assist with the development and implementation of an Integrated Pest Management Program and Policy in conjunction with the Fire Department.

MAJOR PROGRAM CHANGES

- General Operating Fund:
 - Miscellaneous Reductions (\$19,000)
Reduces overtime, supplies, outside services and training budget. Reduces the overall maintenance level of some landscaped areas.
 - Downtown Landscaping (\$12,000)
Reduces seasonal temporary help, overtime and supplies budget. Reduces the annual color in the downtown circle from three to two times per year.
 - Parcel Landscaping (\$10,000)
Reduces outside contract services used to maintain City-owned properties. Reduces the level of maintenance for some City-owned properties.

COMMUNITY SERVICES—FORESTRY AND ROADWAY LANDSCAPE PROGRAM SUMMARY

Good-Neighbor Fence Program and Miscellaneous Small Projects (\$10,000)

Reduces supplies and outside contract services used to support the Good-Neighbor Fence Program and other miscellaneous small projects. The balance left in the budget is approximately \$12,000. *Reduces the number of good-neighbor fences budgeted.*

Weed Treatments in Parks (\$10,000)

Reduces supplies budget for chemicals used for broadleaf weed treatments in Parks. *Reduces the level of maintenance for Parks landscaped areas.*

Centennial Plaza Landscape Maintenance \$8,700

Provides funding for materials, supplies, gas and electricity, water and sewer, equipment maintenance and contract services to maintain the landscape area for the Centennial Plaza. This amount represents half a year's funding due to the timing of the completion of the Centennial Plaza. An additional \$8,700 will be recommended for Fiscal Year 2003-04 to reflect a full year's cost of \$17,400. *Provides required maintenance for new Centennial Plaza area.*

LT/BUD
LHP-244-05^

**COMMUNITY SERVICES - FORESTRY AND ROADWAY LANDSCAPE
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>	
Forestry and Roadway Landscape Manager	0	0	1	*2
Parks Section Manager	0	1	0	*2
Tree Supervisor/Arborist	0	1	1	
Parks Supervisor	0	1	1	
Tree Trimmer III	0	1	1	
Tree Trimmer I/II	0	5	5	
Parks Maintenance Worker III	0	3	3	
Parks Maintenance Worker I/II	0	8	8	
Office Assistant I/II	0	1	1	
Total Permanent	0	21	21	
Total Part-Time Hourly	0	1.55	1.44	*3
TOTAL POSITIONS	0	22.55 *1	22.44	

*1 New Division, transferred from Parks.

*2 Mid-Year reclassification of a Parks Section Manager position to Forestry and Roadway Landscape Manager.

*3 Reduced hourly help.

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 0	1,637,469	1,715,817
Supplies and Other Services	0	512,225	471,650
Capital Outlay	0	0	0
Interfund Expenditures	0	118,500	119,450
TOTAL EXPENDITURES	\$ 0	2,268,194 *	2,306,917

* New Division, transferred from Parks.

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Local Intergovernmental Revenue	\$ 0	105,000	55,000
General Service Charges	0	2,750	2,750
Miscellaneous Revenue	0	4,000	4,000
Interfund Revenue Transfers	0	55,000	55,000
TOTAL REVENUES	\$ 0	166,750 *	116,750

* New Division, transferred from Parks.

**COMMUNITY SERVICES - FORESTRY AND ROADWAY LANDSCAPE
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 0	1,260,682	1,306,423 *2
Wages	0	53,617	52,110
Benefits	0	323,170	357,284
	<u>\$ 0</u>	<u>1,637,469 *1</u>	<u>1,715,817</u>

*1 New Division, transferred from Parks.

*2 Includes decrease funding of \$8,000 for overtime.

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 0	100,563	74,063
Maintenance and Operations	0	3,550	5,550
Utilities	0	290,835	291,760
Professional/Technical Svcs	0	104,552	89,552
Other Expenses	0	12,725	10,725
	<u>\$ 0</u>	<u>512,225 *1</u>	<u>471,650 *2</u>

*1 New Division, transferred from Parks; includes funding of \$7,800 for Adobe building landscape maintenance.

*2 Includes decreased funding of \$49,000 for downtown landscaping, parcel landscaping, good neighbor fence program, miscellaneous small projects, weed treatments in parks and other miscellaneous items. Includes increased funding of \$8,700 for Centennial Plaza landscape maintenance (for one-half year).

COMMUNITY SERVICES—PARKS PROGRAM SUMMARY

PROGRAM MANAGER—PARKS MANAGER

PROGRAM MISSION STATEMENT

To provide park and open space opportunities and maintenance services.

PROGRAM FUNCTIONS

- Conduct safety inspection of all park and playground areas and equipment.
- Maintain all City parks, Shoreline Regional Park and Stevens Creek Trail.
- Plan and develop new parks and open space as approved by Council.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report in conjunction with the Public Works Department.
- Assist with the Shoreline Maintenance Facility Design Study in conjunction with the Public Works Department.
- Assist with the landscape design of the new Community Center project in conjunction with the Public Works Department.
- Assist with the design of the Graham School site reservoir and athletic field in conjunction with the Public Works Department.
- Renovate various play structures and sites maintained by the City in association with the 2000 Playground Survey and Assessment Report: Sylvan, Monta Loma, Cooper and Varsity Parks.
- Work in conjunction with the Public Works Department and Los Altos Elementary School District to renovate the playfield at Springer School and implement a seasonal maintenance program for turf management.
- Initiate maintenance services for Steven Creek Trail, Reach 4, Segment 1 (Landels School to Yuba Drive).
- Initiate maintenance services for the Hetch-Hetchy right-of-way trail (Whisman Road to Easy Street).
- Initiate landscape maintenance services at Magnolia Park.
- Assist with the design and construction of the Shoreline Boulevard improvements within Shoreline Park.

COMMUNITY SERVICES—PARKS

PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Transfer Maintenance Staff Time (\$74,400)

Transfers one Parks Maintenance Worker III position's time more appropriately to the Shoreline Regional Park Community Fund. *No service level impact.*

Parks Maintenance (\$61,500)

Reduces overtime, supplies, seasonal wages and outside contract services across all Parks maintenance services. *May reduce level of parks maintenance services from a B+ to a B- rating but will not damage the long-term landscaped infrastructure.*

Hetch-Hetchy/Whisman Area Trail Maintenance \$27,500

Provides full-year funding for maintenance of Hetch-Hetchy Trail. *Provides required maintenance for new trail area.*

Transfer Contract Parks Maintenance (\$20,000)

Transfers costs of contract parks maintenance more appropriately to the Shoreline Regional Park Community Fund. *No service level impact.*

Stevens Creek Trail, Reach 4, Segment 1 Maintenance \$12,000

Provides one-half-year funding for maintenance of Stevens Creek Trail, Reach 4, Segment 1, expected to be complete by the end of the calendar year. An additional \$12,000 will be recommended for Fiscal Year 2003-04 to reflect a full-year cost of \$24,000. *Provides required maintenance for new trail area.*

Contract Ranger Services/Landscape Services \$11,500

Provides a cost-of-living (5.0 percent) increase for California Land Management (CLM) Ranger services and cost-of-living (3.0 percent) increase for One-Source Landscape Services. *Maintains desired service level.*

Chetwood Park Maintenance \$7,500

Kaufman & Broad constructed Chetwood Park in 1998 and have been providing maintenance since that time. The park maintenance responsibilities were turned over to the City beginning in 2002. Council approved half a year's funding for Fiscal Year 2001-02. This recommendation brings the annual funding to \$15,000. *Provides required maintenance for new park area.*

COMMUNITY SERVICES—PARKS
PROGRAM SUMMARY

Magnolia Park Maintenance

\$6,600

Provides funding for one-third year of maintenance for Magnolia Park. The maintenance of this park is transitioning to the City in the beginning of 2003. An additional \$13,400 will be recommended for Fiscal Year 2003-04 to reflect a full year's cost of \$20,000. *Provides required maintenance for a new park area.*

LT/BUD
LHP-244-06^

**COMMUNITY SERVICES - PARKS
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Parks Manager	1	1	1
Parks Section Manager	2	0.50 *1	0.50
Tree Supervisor/Arborist	1	0 *2	0
Parks Supervisor	3	2 *2	2
Tree Trimmer III	1	0 *2	0
Tree Trimmer I/II	5	0 *2	0
Parks Maintenance Worker III	11	8 *2	7 *3
Parks Maintenance Worker I/II	21	13 *2	13
Secretary	1	1	1
Office Assistant I/II	1	0 *2	0
Total Permanent	47	25.50	24.50
Total Part-Time Hourly	4.54	2.99 *2	3.56 *4
TOTAL POSITIONS	51.54	28.49	28.06

*1 Transferred one Parks Section Manager to the newly created Forestry and Roadway Landscape Program and transferred .50 Parks Section Manager to the Shoreline Program.

*2 Transferred to newly created Forestry and Roadway Landscape Program.

*3 Transferred one Parks Maintenance Worker III to the Shoreline Program.

*4 Conversion of contract dollars to hours, reduced hourly help and additional hourly help for new parks.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 3,296,189	2,028,482	2,086,407
Supplies and Other Services	1,157,761	856,975	826,586
Capital Outlay	6,102	32,000	6,000
Interfund Expenditures	237,589	146,000	148,300
TOTAL EXPENDITURES	\$ 4,697,641	3,063,457 *	3,067,293

* Transferred to newly created Forestry Division.

REVENUE SUMMARY

	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Local Intergovernmental Revenue	\$ 65,611	0	0
General Service Charges	2,990	0	0
Miscellaneous Revenue	75,414	65,000	65,000
Interfund Revenue Transfers	55,000	0	0
TOTAL REVENUES	\$ 199,015	65,000 *	65,000

* Transferred to newly created Forestry Division.

**COMMUNITY SERVICES - PARKS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 2,574,987	1,527,827	1,541,749
Wages	124,746	103,378	122,028
Benefits	596,456	397,277	422,630
	<u>\$ 3,296,189</u>	<u>2,028,482 *</u>	<u>2,086,407</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 245,702	148,099	131,485
Maintenance and Operations	12,824	2,550	2,550
Utilities	643,513	389,720	420,500
Professional/Technical Svcs	214,786	280,671 *1	238,161
Other Expenses	40,936	35,935	33,890
	<u>\$ 1,157,761</u>	<u>856,975 *2</u>	<u>826,586 *3</u>

* Transferred to newly created Forestry Division.

*1 Includes increased funding of \$37,600 for contract ranger services.

*2 Transferred to newly created Forestry Division; includes funding of \$9,000 for Mercy-Bush park maintenance and \$7,500 for Chetwood park maintenance.

*3 Includes decreased funding of \$81,500 for parks maintenance. Includes increased funding of \$27,500 for Hetch-Hetchy/Whisman area trail maintenance, \$12,000 for Stevens Creek, Reach 4, Segment 1 maintenance (for one-half year), \$11,500 for contract ranger services and landscape services, \$7,500 for the second half of Chetwood Park maintenance, and \$6,600 for Magnolia Park maintenance (for one-third year).

COMMUNITY SERVICES —RECREATION

PROGRAM SUMMARY

PROGRAM MANAGER—RECREATION MANAGER

PROGRAM MISSION STATEMENT

To provide community members recreation opportunities that develop leisure skills, promote healthy lifestyles and stimulate community involvement and pride.

PROGRAM FUNCTIONS

- Conduct or schedule youth and adult activities, classes and events at the Community Center, Teen Center, Mountain View Sports Pavilion, Whisman Sports Center, historic Adobe Building as well as various park areas and school sites.
- Provide environmental education classes and camps at Deer Hollow Farm.
- Provide a comprehensive aquatics program using Eagle and Rengstorff Pools.
- Coordinate City-wide volunteer program.
- Provide recreational, educational and social programs for older adults through the Senior Center.
- Organize City special events and facilitate coordination of community special events.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Assist with the design of the Community Center project in conjunction with the Public Works Department.
- Assist with the preparation of a master plan and temporary modular facility for the Senior Center in conjunction with the Public Works Department.
- Site, design, construct and operate a bicycle park in Mountain View.
- Review and update Council Policy K-14 (Special Event Policy) and forward recommendations to City Council.
- Work with the Mountain View-Whisman School District to develop a long-term funding plan for operation of the Mountain View Sports Pavilion and Whisman Sports Center.
- Develop an interim plan for Recreation Division personnel and program providers during construction of the new Community Center.
- Expand (on a pilot basis) the hours of operation of the Community Center business office.
- Purchase and implement (in phases) new registration, facility booking, phone registration and internet registration software for Recreation Division in conjunction with the Finance and Administrative Services Department.
- Purchase and install a slide at Rengstorff Pool.

COMMUNITY SERVICES —RECREATION PROGRAM SUMMARY

- Review and update the Fee Waiver Program.
- Implement biannual meetings among Mountain View based youth sports organizations.
- Increase marketing efforts for the rental of the historic Adobe Building.
- Develop standardized operating procedures for division functions.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Gas and Electricity (\$105,000)

For Fiscal Year 2001-02, Council approved a significant increase in the budget for gas and electricity for Deer Hollow Farm, ball fields, tennis, aquatics, Mountain View Sport Pavilion and Whisman Sports Center. It was unknown at the time of budget adoption what the true impact of the energy crisis would be on gas and electric rates. As the City took a proactive approach to conserve gas and electricity, the amount added to the budget for Fiscal Year 2001-02 can be significantly reduced for Fiscal Year 2002-03. *No service level impact.*

Miscellaneous Reductions (\$23,900)

Temporarily reduces budget for the hourly building attendant for the Community Center. The attendant will not be needed during the construction of the new Community Center and will be reevaluated upon opening of the new Community Center. Also reduces miscellaneous supplies and hourly help. *No service level impact anticipated.*

LT/BUD
LHP-244-07^

**COMMUNITY SERVICES - RECREATION
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Recreation Manager	1	1	1
Recreation Supervisor	3	3	3
Senior Recreation Coordinator	4	4	4
Volunteer Coordinator	0.75	0.75	0.75
Recreation Coordinator	4.50	4.50	4.50
Parks Maintenance Worker III	2	2	2
Secretary	1	1	1
Office Assistant III	1.50	2.50 *1	2.50
Recreation Specialist	0.50	0.50	0.50
Recreation Leader II	1.75	1.75	1.75
Total Permanent	20	21	21
Total Part-Time Hourly	22.24	22.60 *2	22.16 *3
TOTAL POSITIONS	42.24	43.60	43.16

*1 Addition of an Office Assistant III position.

*2 Conversion of hours to contract dollars, addition of hours for Adobe building, and elimination of hours in exchange for new Office assistant III position.

*3 Reduced hourly help.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 1,705,828	2,043,220	2,102,026
Supplies and Other Services	698,739	854,430	742,630
Capital Outlay	48,307	78,350	6,500
Interfund Expenditures	10,409	22,000	20,100
TOTAL EXPENDITURES	\$ 2,463,283	2,998,000	2,871,256

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Rents and Leases	\$ 0	35,000	35,000
Local Intergovernmental Revenue	50,000	50,000	50,000
Recreation Service Charges	828,554	763,500	832,750
General Service Charges	2,595	2,100	3,100
Miscellaneous Revenue	70,049	66,000	64,000
Interfund Revenue Transfers	81,000	6,000	256,000
TOTAL REVENUES	\$ 1,032,198	922,600	1,240,850

**COMMUNITY SERVICES - RECREATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 1,022,654	1,189,362	1,218,660
Wages	435,678	525,006	536,077
Benefits	247,496	328,852	347,289
	<u>\$ 1,705,828</u>	<u>2,043,220</u>	<u>2,102,026</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 165,774	138,730 *1	133,946
Maintenance and Operations	17,324	16,997	20,896
Utilities	229,003	350,025 *2	245,025 *6
Professional/Technical Svcs	267,775	306,592 *3	306,512
Other Expenses	18,863	42,086 *4	36,251 *7
	<u>\$ 698,739</u>	<u>854,430 *5</u>	<u>742,630</u>

*1 Includes funding of \$10,000 for "The View" costs.

*2 Includes increased funding of \$150,000 for gas and electricity.

*3 Conversion of hours to contract.

*4 Transferred balance of Youth funding to City Manager's Office to fund placeholder Youth Services position.

*5 Includes funding of \$15,100 for Adobe building operations.

*6 Includes decreased funding of \$105,000 for gas and electricity.

*7 Includes decreased funding of \$8,800 for miscellaneous items.

COMMUNITY SERVICES—SHORELINE GOLF LINKS

PROGRAM SUMMARY

PROGRAM MANAGER—GOLF COURSE MANAGER

PROGRAM MISSION STATEMENT

To provide golf services.

PROGRAM FUNCTIONS

- Manage and operate golf course in such a manner as to maximize operating revenues and control operating expenses.
- Provide golfing customers an enjoyable golfing experience, including high levels of customer service and enhanced playing conditions, largely by increased maintenance of turfgrass.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Assist with the Shoreline Maintenance Facility Design Study in conjunction with the Public Works Department.
- Review and update golf course promotional and marketing policy and forward recommendations to City Council.
- Continue to enhance the quality of turfgrass maintenance in order to upgrade playability of the course.
- Continue to provide a high level of customer services, including those associated with managing the tee sheet and starting functions, retail sales, the practice range operations and services, the lesson program, golf car rentals and the marshaling program.
- Assist the Public Works Department in carrying out capital projects for golf car storage and pro shop facilities.
- Continue to attract, support and conduct tournament play.

MAJOR PROGRAM CHANGES

- Shoreline Golf Links Fund:

Golf Course Revenue and Recreation Programs

\$250,000

The golf course is a City recreation program that has been separately accounted for in its own fund for management information purposes. Many municipal golf courses generate revenue that exceeds the operating and capital cost of maintaining the course. As a recreation program, the revenues of the golf course should be made available to support other City recreation programs. Several local cities with golf courses, including Sunnyvale, use golf course revenue to support their broader recreation program.

COMMUNITY SERVICES—SHORELINE GOLF LINKS PROGRAM SUMMARY

Retail Merchandise Costs

No net increase

Increases budget \$30,000 for pro shop retail merchandise that is purchased for resale above cost. As retail sales have increased significantly over the past several years, it is appropriate to increase the budget for merchandise purchased.

Overtime Holiday Pay

\$18,300

As the golf course is open 364 days a year, it is required to be staffed on holidays. This budget increase is needed to fund overtime currently incurred for holiday staffing.

Gas and Electricity

(\$7,500)

For Fiscal Year 2001-02, Council approved an increase for gas and electricity in the Shoreline Golf Links Fund. It was unknown at the time of budget adoption what the true impact of the energy crisis would be on gas and electricity rates. As the City took a proactive approach to conserve gas and electricity, the amount added to the budget for Fiscal Year 2001-02 can be reduced for Fiscal Year 2002-03.

LT/BUD
LHP-244-08^

**COMMUNITY SERVICES - SHORELINE GOLF LINKS
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Golf Course Operations Manager	1	1	1
Golf Course Superintendent	1	1	1
Assistant Golf Course Superintendent	1	1	1
Head Golf Professional	1	1	1
Retail/Tournament Manager	1	1	1
Senior Greenskeeper	1	1	1
Golf Course Equipment Mechanic	1	1	1
Greenskeeper II	2	2	2
Greenskeeper I	2	2	2
Teaching Professional	0.50	0.50	0.50
Assistant Golf Professional	5.50	5.50	5.50
Irrigation Technician	1	1	1
Assistant Greenskeeper	5	5	5
Accounting Technician	0.50	0.50	0.50
Secretary	0.75	0.75	0.75
Total Permanent	24.25	24.25	24.25
Total Part-Time Hourly	7	7	7
TOTAL POSITIONS	31.25	31.25	31.25

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 717,740	1,547,987	1,723,654
Supplies and Other Services	1,755,383	1,212,188	1,234,688
Capital Outlay	123,706	47,000	27,500
Interfund Expenditures	2,540	6,000	5,300
TOTAL EXPENDITURES	\$ 2,599,369	2,813,175	2,991,142

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Golf Course Service Charges	\$ 3,156,637	3,733,700	4,063,000
TOTAL REVENUES	\$ 3,156,637	3,733,700	4,063,000

**COMMUNITY SERVICES - SHORELINE GOLF LINKS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 553,005	1,123,973	1,239,327 *2
Wages	50,210	127,651	133,371
Benefits	114,525	296,363	350,956
	<u>\$ 717,740 *1</u>	<u>1,547,987</u>	<u>1,723,654</u>

*1 The prior year conversion of contract employees to City employees was not complete until the end of the fiscal year.

*2 Includes increased funding of \$18,300 for holiday pay overtime.

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 318,923	282,711	320,685
Maintenance and Operations	111,108	134,627	135,377
Utilities	278,619	383,300 *2	337,076 *4
Professional/Technical Svcs	654,941 *1	151,310	151,310
Other Expenses	391,792	260,240	290,240 *5
	<u>\$ 1,755,383</u>	<u>1,212,188 *3</u>	<u>1,234,688</u>

*1 The prior year conversion of contract employees to City employees was not complete until the end of the fiscal year.

*2 Includes increased funding of \$16,000 for gas and electricity.

*3 Includes reduction of \$15,000 as a result of savings from golf cart lease.

*4 Includes decreased funding of \$7,500 for gas and electricity.

*5 Includes increased funding of \$30,000 for merchandise (costs fully offset by revenue).

LIBRARY SERVICES DEPARTMENT

The Library Services Department affirms each person's right to the information, enrichment and pleasure found in books and other forms of recorded knowledge. The highest quality in selection and organization of library resources is provided. Library resources are made easily accessible to the community. The department promotes constant improvement in services to the community by providing a nurturing environment for patrons and staff conducive to innovation, creativity and leadership.

The Library Services Department is, along with most nearby public libraries, a member of the Silicon Valley Library System, a cooperative which develops regional services and solutions to meet the needs of all residents in the area.

ADMINISTRATION

Administration is responsible for the management of the Library Services Department. General administration of the Library includes facility management, public relations, personnel and acquisition of all materials.

PUBLIC SERVICES DIVISION

The Public Services Division includes the Children's Services, Outreach Services, Adult Services and Customer Services functions.

Children's Services provides a full range of materials, services and programs to children, parents, adults working with children, agencies and organizations serving children and educational institutions. This includes providing a carefully selected collection of materials, arranging classes to visit the Library, promoting reading and communication skills through storytelling, book talks, puppets, musical programs, reading readiness programs and preparing special reading lists.

Outreach Services takes a rotating collection of materials aboard the Bookmobile (as well as storytelling for children) to day care centers, retirement homes, after-school care centers, convalescent hospitals,

employment sites and residential areas. With the assistance of volunteers, home delivery of materials is provided each month to nonmobile residents through the Library's Special Outreach Services (SOS).

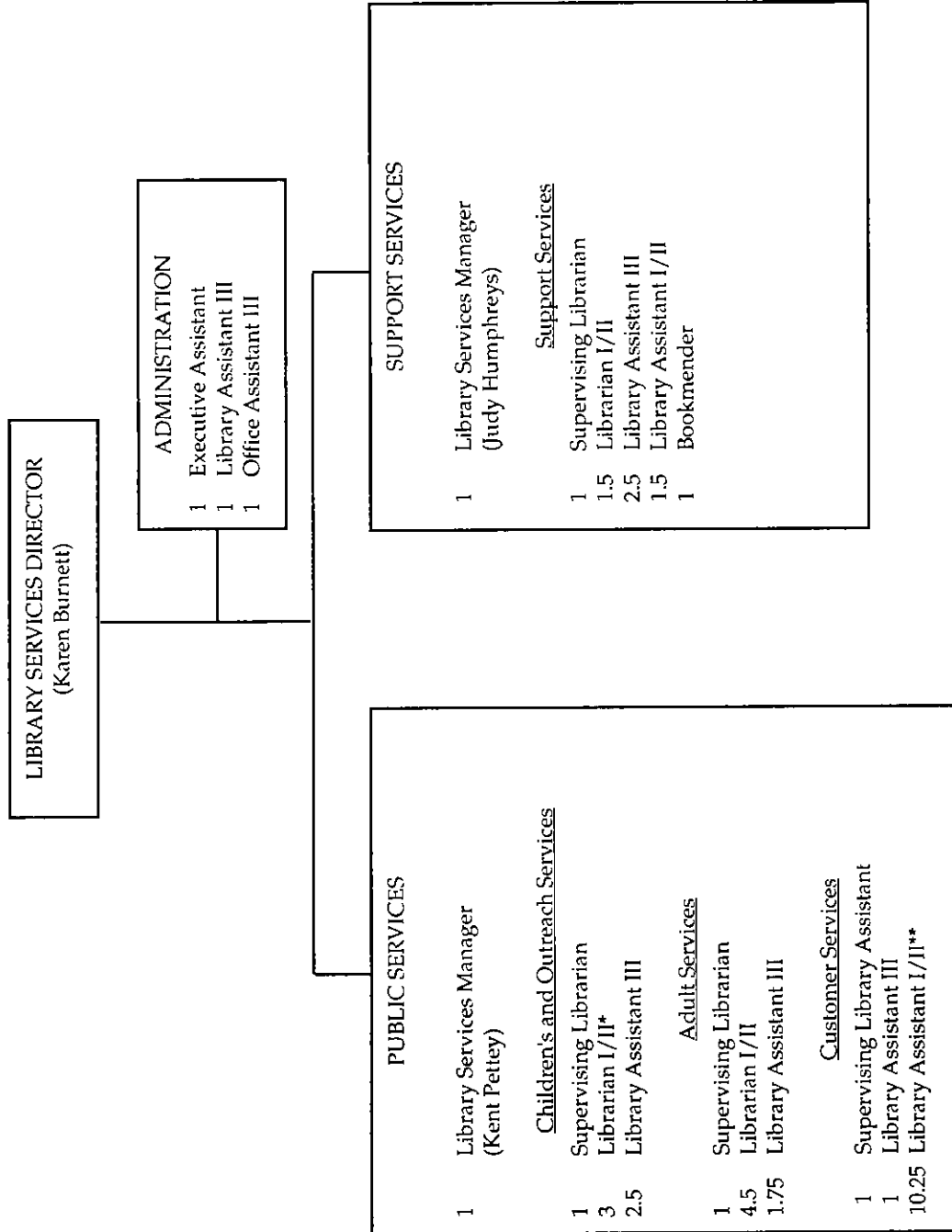
Adult Services provides access to information relating to vocational, educational, recreational, cultural and self-improvement needs. Activities include selecting library materials and providing instruction and assistance in their use. Reference and Readers' Advisory Services provides information and materials from sources outside the Library as well as those owned. To promote awareness of available materials, both in print and electronic formats, staff provides talks on books and reading, classes on the Internet, programs on topics of interest to the community, book lists and displays. The Section cooperates with community education programs and maintains a local history collection in cooperation with the Mountain View Historical Association.

Customer Services is responsible for lending and tracking library materials loaned to the public, registering customers, issuing Library cards, and collecting overdue fines and damage costs.

SUPPORT SERVICES DIVISION

The Support Services Division provides the support functions of cataloging, classification, physical preparation and maintenance of all materials in the Library's collection. Materials located outside the Library's collection are made available to the public through interlibrary loans. This section also oversees the management and operation of the Library's automated catalog and circulation system, personal computers and access to the Internet. The catalog is publicly available from home or office computers 24 hours a day using the Internet or dial access.

LIBRARY SERVICES DEPARTMENT



FISCAL YEAR 2002-03 POSITION TOTALS: 28.0 Full-Time
11.5 Permanent Part-Time

* Unfunded .25 Librarian I/II position for Fiscal Year 2002-03.

** Unfunded .25 each of two Library Assistant I/II positions (total .50 PTE) and unfunded two .50 PPT Library Assistant I/II positions (total 1 FTE) for Fiscal Year 2002-03.

LIBRARY SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER-LIBRARY SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

To offer our diverse community a dynamic, user-friendly gateway to organized lending and information services.

DEPARTMENT FUNCTIONS

- Develop and maintain a quality collection that meets customer needs into the future. (M 1, 2, 3, 6, 7, 10, 11, 14)
- Maintain available library resources and enable customers, through signs, instructions and guidance, to avail themselves of these resources. (M 1, 2, 3, 4, 8, 9, 12, 13)
- Provide quality services, systems and facilities. (M 8, 9, 18)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Implement appropriate goals of the strategic plan, respond to community input as feasible and appropriate, using the resources available.
- Evaluate Bookmobile service and explore alternate delivery of services to community.
- Increase support from the Library for literacy services.
- Begin implementation of collection development plan, including plans to update the nonfiction collections, increase the size of the Media collections and augment the International Languages collections.
- Improve the services offered to the teen population in a variety of ways, including, but not limited to, identifying an area for teens in the Library, purchasing appropriate display fixtures, purchasing more materials geared to this population, working with other city and community resources to identify needs and services and promoting use of the resources and services that the Library has.
- Decrease the time it takes for new Library materials to be made available for patrons from selection to "on-shelf" by improving work flow and processes.

LIBRARY SERVICES DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Public Services:					
1. Number of visitors and Library customers	500,000	537,148	500,000	606,949	750,000
2. Number of items circulated per capita	10	14	10	12	11
3. Number of items circulated per registered borrower				New for FY 2002-03	9
4. Percent of circulation that is customer self-check				New for FY 2002-03	>40%
5. Percent of customers satisfied with Library services, collection and facility	>85%	94%	>85%	90%	Discontinued (see M 6-9)
6. Percent of customers satisfied with the availability of title/subject fill (survey)				New for FY 2002-03	>80%
7. Percent of customers satisfied with the availability of items in browsing fill (survey)				New for FY 2002-03	>95%
8. Percent of customers satisfied with the accessibility, friendliness and helpfulness of Library staff (survey)				New for FY 2002-03	>90%
9. Percent of customers satisfied with the facility; the ease of use and accessibility of equipment (survey)				New for FY 2002-03	>90%
10. Percent of operating budget designated to material expenditures				New for FY 2002-03	>10%
11. Number of children participating in children's programs	20,000	19,919	20,000	27,427	25,000
12. Percent of time of in-Library use of computers and ports				New for FY 2002-03	>75%
13. Number of in-Library use of books and magazines				New for FY 2002-03	300,000
14. Turnover rate:					
— Juvenile collection					4
— Media collection					15
— Language collection					12
— Total collection					3
15. Percentage of children's program/tour participants who expressed satisfaction with the program or tour	>75%	99%	>75%	100%	Discontinued

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
16. Population per permanent Full-Time Equivalent (FTE)	1,900	1,903	1,900	1,829	Discontinued
17. Percentage of customers on waiting list for children's programs compared to the capacity of the programs	<20%	27%	<20%	37% ^(A)	Discontinued
Support Services:					
18. Percent of new items that are available for public use within 3 weeks of receipt				New for FY 2002-03	>80%

^(A) There was increased demand for a specific program (babies 12 to 24 months) with limited capacity. The Library is considering adjusting program offerings to meet this demand.

KP/BUD
LHP-026-01^

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Library Services Director	1	1	1
Library Services Manager	2	2	2
Supervising Librarian	3	3	3
Librarian I/II	9	9	9 *1
Supervising Library Assistant	1	1	1
Executive Assistant	1	1	1
Library Assistant III	8.75	8.75	8.75
Library Assistant I/II	11.75	11.75	11.75 *1
Office Assistant III	1	1	1
Bookmender	1	1	1
Total Permanent	39.50	39.50	39.50
Total Part-Time Hourly	13.12	13.12	11.10 *2
TOTAL POSITIONS	52.62	52.62	50.60

*1 Unfunded .25 Librarian I/II position and 1.5 Library Assistant I/II positions for Fiscal Year 2002-03.

*2 Reduced hourly help.

DEPARTMENT PROGRAMS	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Library Services Administration	\$ 487,051	545,010	582,075
Public Services	1,862,062	1,957,010	2,796,840
Support Services	1,301,628	1,528,714	707,123
	\$ 3,650,741	4,030,734	4,086,038

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 2,933,465	3,351,641	3,347,786
Supplies and Other Services	660,460	654,993	701,852
Capital Outlay	33,574	0	11,000
Interfund Expenditures	23,242	24,100	25,400
TOTAL EXPENDITURES	<u>\$ 3,650,741</u>	<u>4,030,734</u>	<u>4,086,038</u>
<u>FUNDING SOURCES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Operating Fund	\$ 3,650,741	3,977,093	3,971,038
General Fund Reserve	0	53,641	115,000
TOTAL FUNDING	<u>\$ 3,650,741</u>	<u>4,030,734</u>	<u>4,086,038</u>
<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
State Intergovernmental Revenue	\$ 129,049	75,500	50,500
General Service Charges	90,351	81,000	87,500
Miscellaneous Revenue	17,556	0	0
TOTAL REVENUES	<u>\$ 236,956</u>	<u>156,500</u>	<u>138,000</u>

LIBRARY SERVICES—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—LIBRARY SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide quality and responsive administrative leadership and support to meet the needs of our diverse community and our diverse staff.

PROGRAM FUNCTIONS

- Provide administrative support for the library staff, Library Board and the community through management of resources and dissemination of information.
- Monitor expenditures for library materials and prepare corresponding reports on a regular basis.
- Provide staff with appropriate training and team-building opportunities to strengthen the delivery of library services to the community.
- Examine and revise as necessary library publications and forms used by either staff or the public for timeliness, attractiveness and usability. Support the program to provide information in other languages.
- Promote library services to the diverse Mountain View community through easy-to-use informational brochures and handouts.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Implement appropriate goals of the strategic plan to respond to community input as feasible and appropriate, using the resources available.
- Evaluate Bookmobile service and explore alternate delivery of services to the community.
- Increase support from the Library for literacy services.
- Continue to refine staffing assignments, policies and procedures to maximize resources. This will include possible changes to loan periods and implementation of the recommendations of the Organizational Review or strategic plan.

MAJOR PROGRAM CHANGES

- General Operating Fund:

T-1 Line and Internet Service

\$17,500

Provides funding for a phone line for Library public Internet use and for the Internet service. *Maintains desired level of service.*

LIBRARY SERVICES—ADMINISTRATION

PROGRAM SUMMARY

- General Fund Reserve:

Miscellaneous Electrical Work/Computer Moves
(one-time expenditure)

\$15,000

Provides one-time funding to rearrange a section of the Library to better utilize space. *No service level impact.*

KP/BUD
LHP-026-02^

**LIBRARY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Library Services Director	1	1	1
Executive Assistant	1	1	1
Library Assistant III	1	1	1
Office Assistant III	1	1	1
Total Permanent	4	4	4
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	4	4	4

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 317,822	361,644	393,850
Supplies and Other Services	157,581	183,266	177,125
Capital Outlay	11,648	0	11,000
Interfund Expenditures	0	100	100
TOTAL EXPENDITURES	\$ 487,051	545,010	582,075

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
State Intergovernmental Revenue	\$ 79,049	25,500 *1	50,500 *2
General Service Charges	1,644	0	0
Miscellaneous Revenue	6,084	0	0
TOTAL REVENUES	\$ 86,777	25,500	50,500

*1 Includes budget decrease of \$25,000 for State Public Library Funds.

*2 Includes budget decrease of \$25,000 for State Public Library Funds. Total of \$50,000 all moved to the Administration Program.

**LIBRARY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 249,740	292,481	311,016 *
Wages	19,978	15,000	22,525
Benefits	48,104	54,163	60,309
	<u>\$ 317,822</u>	<u>361,644</u>	<u>393,850</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 74,449	63,280 *1	84,280 *3
Maintenance and Operations	23,663	22,918	22,918
Utilities	5,965	10,250	24,750 *4
Professional/Technical Svcs	31,314	18,461	18,461
Other Expenses	22,190	68,357 *2	26,716 *5
	<u>\$ 157,581</u>	<u>183,266</u>	<u>177,125</u>

* Includes decrease funding of \$2,600 for Sunday overtime.

*1 Includes reduction in funding of \$25,000 for miscellaneous supplies due to reduction in State Public Library Funds revenue.

*2 Includes one-time funding of \$25,000 for Library strategic plan and rebudget of \$28,600 State Public Library Funds.

*3 Includes the transfer of \$25,000 PLF funded budget from the Public Services Program.

*4 Includes funding of \$17,500 for T-1 line and internet service.

*5 Includes one-time funding of \$15,000 for miscellaneous electrical work and computer moves.

LIBRARY SERVICES—PUBLIC SERVICES

PROGRAM SUMMARY

PROGRAM MANAGER—LIBRARY SERVICES MANAGER

PROGRAM MISSION STATEMENT

To facilitate the connection of the customer to information resources, develop quality library collections and provide lending services.

PROGRAM FUNCTIONS

- Develop and maintain a quality collection that meets customer needs into the future.
- Provide materials collections that respond to community needs by selecting new materials and evaluating and removing materials no longer useful or needed.
- Provide quality reference assistance.
- Improve access to library materials by providing Bookmobile and Special Outreach Services throughout the community.
- Ensure the preservation of the historical record of the City of Mountain View.
- Shelf materials in all sections of the library accurately and in a timely manner.
- Maintain available library resources and enable customers, through signs, instructions and guidance, to avail themselves of these resources.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Begin implementation of collection development plan, including plans to update the nonfiction collections, increase the size of the Media collections and augment the International Languages collections.
- Improve the services offered to the teen population in a variety of ways, including, but not limited to, identifying an area for teens in the Library, purchasing appropriate display fixtures, purchasing more materials geared to this population, working with other city and community resources to identify needs and services and promoting use of the resources and services that the Library has.
- Continue programming to meet community interests and needs. Programs will be for children and adults; some will feature guest authors; some will be instructional and some special events will be presented.
- Develop a marketing strategy to promote Library services and collections. The strategy will include in-house plans, outreach plans and outline shelving and display opportunities.

LIBRARY SERVICES—PUBLIC SERVICES

PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Temporarily Unfund Staffing (\$111,400)

Temporarily reduces budget for permanent Library staffing (.25 Librarian II and 1.5 Library Assistant I/II), reallocates staff resources more efficiently. *Minimal service level impact as organizational efficiencies are being leveraged.*

Reduce Hourly Staff (\$86,600)

Reduces hourly staff by 15.4 percent and reallocates staff resources more efficiently. *Minimal service level impact as organizational efficiencies are being leveraged.*

Sunday Overtime (\$10,000)

Eliminates overtime for Sunday operation, requiring Sunday coverage to be part of the normal work week. *Minimal service level impact as scheduling already being done.*

- General Fund Reserve:

Book Collection/Materials (one-time expenditure) \$100,000

Provides one-time funding to be used for replacements and enhancements of several parts of the Library's materials collection as well as to provide seed money for language collections. *Infuses collection and responds to changing demands for different medias and culturally-oriented materials.*

KP/BUD
LHP-026-03^

**LIBRARY SERVICES - PUBLIC SERVICES
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Library Services Manager	1	1	1
Supervising Librarian	2	2	2
Librarian I/II	7.50	7.50	7.50 *1
Supervising Library Assistant	0	0	1 *2
Library Assistant III	3.50	3.50	5.25 *2
Library Assistant I/II	0	0	10.25 *3
Total Permanent	14	14	27
Total Part-Time Hourly	11.70	11.70	11.10 *4
TOTAL POSITIONS	25.70	25.70	38.10

*1 Unfunded .25 Librarian I/II position for Fiscal Year 2002-03.

*2 Transferred the Supervising Library Assistant position and 1.75 Library Assistant III positions from the Support Services Program.

*3 Transferred 10.25 Library Assistant I/II positions from the Support Services Program and unfunded 1.5 Library Assistant I/II positions for Fiscal Year 2002-03.

*4 Reduced hourly help.

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,369,369	1,514,440	2,303,970
Supplies and Other Services	447,525	418,570	467,570
Capital Outlay	21,926	0	0
Interfund Expenditures	23,242	24,000	25,300
TOTAL EXPENDITURES	\$ 1,862,062	1,957,010	2,796,840

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
State Intergovernmental Revenue	\$ 50,000	50,000	0 *
General Service Charges	88,707	81,000	87,500
Miscellaneous Revenue	11,472	0	0
TOTAL REVENUES	\$ 150,179	131,000	87,500

* Includes budget decrease of \$25,000 for State Public Library Funds, remaining \$25,000 moved to the Administration Program.

**LIBRARY SERVICES - PUBLIC SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 782,138	919,104	1,542,203 *
Wages	415,102	381,853	385,012
Benefits	172,129	213,483	376,755
	<u>\$ 1,369,369</u>	<u>1,514,440</u>	<u>2,303,970</u>
* Includes decreased funding of \$10,000 for Sunday overtime.			
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 437,525	408,570	357,570 *1
Maintenance and Operations	0	0	0
Utilities	0	0	0
Professional/Technical Svcs	10,000	10,000	10,000
Other Expenses	0	0	100,000 *2
	<u>\$ 447,525</u>	<u>418,570</u>	<u>467,570</u>

*1 Includes reduction in PLF funding of \$25,000 and transfer the remaining \$25,000 to the Administration Program.

*2 Includes one-time funding of \$100,000 for book collection/materials.

LIBRARY SERVICES—SUPPORT SERVICES PROGRAM SUMMARY

PROGRAM MANAGER—LIBRARY SERVICES MANAGER

PROGRAM MISSION STATEMENT

To manage library computers and computer systems and maintain the on-line catalog, to manage the physical condition of library collections and to provide and support resource sharing services.

PROGRAM FUNCTIONS

- Provide quality services, systems and facilities.
- Catalog, classify and process all incoming print and media items and all current issues of periodicals in a timely manner.
- Create and maintain the integrity of indexes which facilitate location and use of resources in the library's collection, including the library's on-line catalog data base, shelf list, periodical indexes and a nationwide bibliographic data base.
- Maintain the library's computer system and make recommendations for the purchase of hardware and software to support the library's service objectives.
- Maintain the excellent physical condition of the library's collection.
- Provide access to materials not held in the Library's collection through resource sharing and interlibrary loan services.
- Support collection development activities through the timely, efficient and accurate acquisition of library materials within established budgetary parameters.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Decrease the time it takes for new Library materials to be made available for patrons from selection to "on-shelf" by improving work flow and processes.
- Continue the implementation and integration of new features and functionality of the Innovative Interfaces, Inc. software into workflow processes throughout the Library.

KP/BUD
LHP-026-04^

**LIBRARY SERVICES - SUPPORT SERVICES
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Library Services Manager	1	1	1
Supervising Librarian	1	1	1
Librarian I/II	1.50	1.50	1.50
Supervising Library Assistant	1	1	0 *1
Library Assistant III	4.25	4.25	2.50 *1
Library Assistant I/II	11.75	11.75	1.50 *1
Bookmender	1	1	1
Total Permanent	21.50	21.50	8.50
Total Part-Time Hourly	1.42	1.42	0 *1
TOTAL POSITIONS	22.92	22.92	8.50

*1 Transferred the Supervising Library Assistant, 1.75 Library Assistant III and 10.25 Library Assistant I/II positions and all hourly help to the Public Services Program.

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,246,274	1,475,557	649,966
Supplies and Other Services	55,354	53,157	57,157
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,301,628	1,528,714	707,123

**LIBRARY SERVICES - SUPPORT SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 1,005,132	1,143,043	541,150
Wages	35,589	67,533	0
Benefits	205,553	264,981	108,816
	<u>\$ 1,246,274</u>	<u>1,475,557</u>	<u>649,966</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 30,445	26,657	26,657
Maintenance and Operations	0	0	0
Utilities	320	0	0
Professional/Technical Svcs	24,589	26,500	30,500
Other Expenses	0	0	0
	<u>\$ 55,354</u>	<u>53,157</u>	<u>57,157</u>

FIRE DEPARTMENT

The Fire Department provides disaster preparedness and recovery training, fire prevention and housing code enforcement, fire suppression, rescue, emergency medical care, hazardous materials incident response and prevention, industrial waste discharge and general surface water pollution prevention, 9-1-1 answering and dispatch services, public safety computerized records management and special services to the community. Department equipment and personnel are strategically deployed throughout the City to rapidly assist citizens when emergencies occur.

ADMINISTRATION

Administration is responsible for strategic planning, leading, managing and supporting Fire Department personnel, and programs in the accomplishment of the Department's mission.

SUPPRESSION DIVISION

The Suppression Division consists of the Operations, the Personnel and Training and the Office of Emergency Services/Public Information Sections.

The Operations Section provides firefighting, hazardous materials incident, paramedic and rescue response services from five fire stations strategically located throughout the City. Firefighters also conduct fire prevention inspections, public education, equipment and facilities maintenance, as well as ongoing training activities. Paramedic Firefighters are assigned to every fire station.

The Personnel and Training Section plans, schedules and provides training to Firefighters. The section also coordinates the Firefighter recruitment and selection process.

The Office of Emergency Service/Public Information Section is responsible for disaster preparedness and coordinates disaster response.

FIRE AND ENVIRONMENTAL PROTECTION DIVISION

The Fire and Environmental Protection Division consists of the Environmental Safety and the Fire and Building Safety Sections.

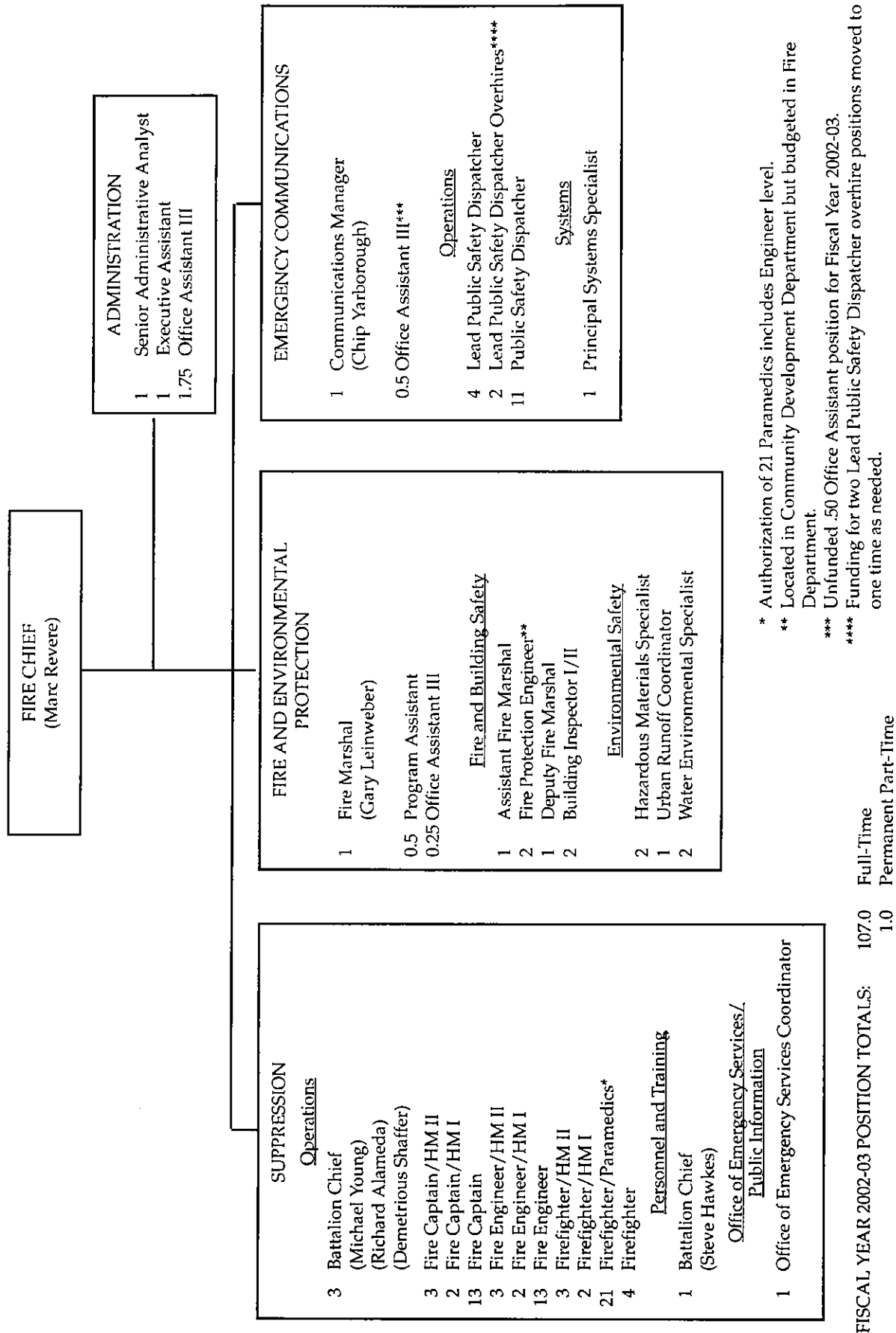
The Environmental Safety Section is responsible for the enforcement of local hazardous materials storage codes, State underground chemical storage tank regulations, industrial waste discharge, and Federal and State regulations related to the control of industrial waste and storm water runoff. Efforts are aimed at preventing uncontrolled releases and movement of hazardous and toxic substances.

The Fire and Building Safety Section is responsible for conducting the City's fire and housing code enforcement programs, fire cause investigations and technical support to the Suppression Division.

EMERGENCY COMMUNICATIONS DIVISION

Answering all 9-1-1 and nonemergency calls for public safety, Dispatchers use a computer-aided dispatch system to determine and dispatch the most appropriate response of Firefighters, Police Officers and/or ambulances. Telephone service for the hearing- and speech-impaired and language translation are available. Dispatchers provide medical instruction to callers in emergency medical situations as appropriate. This Division also manages the City's various radio systems and public safety computer system.

FIRE DEPARTMENT



* Authorization of 21 Paramedics includes Engineer level.

** Located in Community Development Department but budgeted in Fire Department.

*** Unfunded .50 Office Assistant position for Fiscal Year 2002-03.

**** Funding for two Lead Public Safety Dispatcher overhire positions moved to one time as needed.

FISCAL YEAR 2002-03 POSITION TOTALS: 107.0 Full-Time
1.0 Permanent Part-Time

FIRE DEPARTMENT SUMMARY

DEPARTMENT MANAGER–FIRE CHIEF

DEPARTMENT MISSION STATEMENT

To save lives and property, protect the environment and minimize risks of fire and natural disaster by translating service requests into action and investing in education, training and prevention.

DEPARTMENT FUNCTIONS

- Develop long-range plan process for modifications and changes in departmental activity based upon changing conditions.
- Respond quickly to all emergencies and take appropriate actions thereby reducing loss of life, property and environmental damage while ensuring the safety of all Fire personnel involved. (M 1)
- Maintain a professional level of operational readiness as Firefighters, Paramedics, Emergency Medical Technicians, Hazardous Materials First-Responders, Hazardous Materials Technicians and Rescuers. (M 2, 3)
- Provide annual training and coordination for City staff and residential and business community volunteers on disaster preparedness, response and recovery.
- Maintain an ongoing fire prevention program, hazardous materials and underground storage tank inspection program. (M 4, 6)
- Ensure that facilities using or storing hazardous materials, or discharging wastewater into the sanitary or storm sewers comply with applicable Federal, State and local requirements. (M 4, 5, 6)
- Maintain a proactive rental housing inspection program. (M 7)
- Maintain radio and data communications for Police, Fire, after-hour Public Services and contract dispatch services. (M 8, 9, 10, 11, 12, 13, 14)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Conduct a department self-assessment and obtain accreditation through the International City/County Management Association (ICMA) and the Association of Fire Chiefs (IAFC).
- Provide new leadership for EMS Program.
- Work with cities in Santa Clara County on compiling a list of amendments to the upcoming 2000 Uniform Fire Code adoption.
- Conduct an emergency communications assessment and obtain accreditation for a center of excellence.

FIRE
DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Suppression:					
1. Percent of emergency calls (Fire, Paramedic, Hazardous Materials, etc.) where Fire Department units arrive on scene within six minutes of notification	>90%	86% ^(A)	>85%	87%	>85%
2. Fire calls per 1,000 population	2.61	2.27	2.26	1.58	2.26
3. Emergency medical responses per 1,000 population	37.09	39.61	40.93	35.86	40.93
Fire and Environmental Protection:					
4. Percent of environmental permit inspections cleared of violations within specified deadline	100%	99%	>75%	96%	>75%
5. Percent of plans checked within five working days of receipt by division	100%	100%	100%	100%	100%
6. Number of inspections conducted by Environment Safety Section	1,452	1,335	1,500	1,486	1,500
7. Percent of total apartment and hotel complex inventory proactively inspected annually	>20%	22.5%	>20%	20.4%	>20%
Emergency Communications:					
8. Percent of incoming 9-1-1 emergency lines that are answered within 9 seconds of receipt	>95%	97.94%	>95%	98.5%	>95%
9. Police dispatched calls for service	62,260	79,825	86,000	82,088	86,000
10. Fire dispatched calls for service		New for FY 2000-01	5,500	5,269	5,500
11. Total MOC calls handled		New for FY 2000-01	1,200	1,244	1,200
12. Calls processed per dispatcher	1,400	1,535	11,538 ^(B)	13,664	11,538
13. Percent of emergency medical dispatch calls where Emergency Medical Dispatch services were provided to the public	>70%	82%	>85%	87%	>85%
14. Percent compliance to protocol on Emergency Medical Dispatch calls	>90%	95%	>90%	96.2%	>90%

FIRE
DEPARTMENT SUMMARY

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
15. Percent of fire service dispatches within 60 seconds of call receipt	>90%	15.4% ^(C)	>90%	15.1% ^(C)	>90% ^(D)

^(A) Actual lower than target because it includes service calls which are not Code 3. Measure revised for Fiscal Year 2001-02.

^(B) Measure changed to include all calls, not just 9-1-1 calls.

^(C) Measure currently under review. Factors not identified previously are causing a lower than anticipated actual.

^(D) Measure changed to exclude EMS calls beginning Fiscal Year 2002-03.

LM/BUD
LHP-172-01^

**FIRE
DEPARTMENT SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Fire Chief	1	1	1
Battalion Chief	4	4	4
Fire Marshal	1	1	1
Communications Manager	1	1	1
Office of Emergency Svcs Coordinator	1	1	1
Assistant Fire Marshal	1	1	1
Fire Protection Engineer	2	2	2
Deputy Fire Marshal	1	1	1
Fire Captain/HM II	3	3	3
Fire Captain/HM I	2	2	2
Fire Captain	13	13	13
Fire Engineer/HM II	3	3	3
Fire Engineer/HM I	2	2	2
Fire Engineer	13	13	13
Firefighter/HM II	3	3	3
Firefighter/HM I	2	2	2
Firefighter/Paramedic	21 *1	21 *1	21 *1
Firefighter	4	4	4
Haz Mat Specialist	2	2	2
Urban Runoff Coordinator	1	1	1
Water Environmental Specialist	2	2	2
Principal Systems Specialist	1	1	1
Program Assistant	0.50	0.50	0.50
Lead Public Safety Dispatcher	4	4	4
Lead Public Safety Dispatcher Overhire	2	2	2 *3
Public Safety Dispatcher	9	11 *2	11
Building Inspector I/II	2	2	2
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	1
Office Assistant III	2.50	2.50	2.50 *4
Total Permanent	106	108	108
Total Part-Time Hourly	0.42	0.42	0.42
TOTAL POSITIONS	106.42	108.42	108.42

*1 Authorization of 21 Paramedics includes Engineer level.

*2 Addition of two Public Safety Dispatchers.

*3 Funding for two Lead Public Safety Dispatcher Overhire positions moved to one-time as needed.

*4 Unfunded .50 Office Assistant III position for Fiscal Year 2002-03.

**FIRE
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Fire Administration	\$ 489,935	555,871	599,684
Fire Suppression	9,208,530	10,008,368	10,956,178
Fire and Environmental Protection	1,533,508	1,754,136	1,850,364
Emergency Communications	1,722,205	2,138,751	2,232,705
	<u>\$ 12,954,178</u>	<u>14,457,126</u>	<u>15,638,931</u>
 <u>EXPENDITURE SUMMARY</u>	 <u>2000-01 ACTUAL</u>	 <u>2001-02 ADOPTED</u>	 <u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 11,692,941	13,059,348	13,892,971
Supplies and Other Services	821,152	1,089,778	1,314,960
Capital Outlay	210,584	82,000	182,500
Interfund Expenditures	229,501	226,000	248,500
TOTAL EXPENDITURES	<u>\$ 12,954,178</u>	<u>14,457,126</u>	<u>15,638,931</u>
 <u>FUNDING SOURCES</u>	 <u>2000-01 ACTUAL</u>	 <u>2001-02 ADOPTED</u>	 <u>2002-03 ADOPTED</u>
General Operating Fund	\$ 11,977,557	13,339,732	14,224,958
General Fund Reserve	0	57,075	296,400
Shoreline Regional Park Community	125,896	75,453	93,553
Wastewater	850,725	984,866	1,024,020
TOTAL FUNDING	<u>\$ 12,954,178</u>	<u>14,457,126</u>	<u>15,638,931</u>
 <u>REVENUE SUMMARY</u>	 <u>2000-01 ACTUAL</u>	 <u>2001-02 ADOPTED</u>	 <u>2002-03 ADOPTED</u>
General Licenses & Permits	\$ 282,252	285,100	290,040
Fines and Forfeitures	4,764	0	0
State Intergovernmental Revenue	33,501	6,840	7,040
General Service Charges	133,265	99,250	123,670
Miscellaneous Revenue	33,639	20,000	252,800
Interfund Revenue Transfers	229,000	0	0
TOTAL REVENUES	<u>\$ 716,421</u>	<u>411,190</u>	<u>673,550</u>

FIRE—ADMINISTRATION PROGRAM SUMMARY

PROGRAM MANAGER—FIRE CHIEF

PROGRAM MISSION STATEMENT

To provide leadership and management to Fire Department divisions; identify related needs of the community and effectively manage department resources toward meeting those needs.

PROGRAM FUNCTIONS

- Develop long-range plan process for modifications and changes in departmental activity based upon changing conditions.
- Keep City Management and Council apprised of enhanced service level alternatives.
- Act as a liaison between the department, other jurisdictions and agencies to maximize the effectiveness of the organization and to share resources when appropriate.
- Analyze and plan for the department's capital and personnel needs based upon budget cycle.
- Develop and sustain internal and external communicating processes.
- Keep current on legislation that affects Fire Department-related services.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Conduct a department self-assessment and obtain accreditation through the International City/County Management Association (ICMA) and the Association of Fire Chiefs (IAFC).

MAJOR PROGRAM CHANGES

- General Operating Fund:
 - Miscellaneous Ongoing Increases \$2,000
 - Provides funding for awards and recognition supplies. *Maintains desired level of service.*
- General Fund Reserve:
 - Accreditation (one-time expenditure) \$12,000
 - Provides one-time funding for the Fire Department to start accreditation programs. *Maintains desired level of service.*

LM/BUD
LHP-172-02^

**FIRE - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Fire Chief	1	1	1
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	1
Office Assistant III	1.75	1.75	1.75
Total Permanent	4.75	4.75	4.75
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	<u>4.75</u>	<u>4.75</u>	<u>4.75</u>

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 410,737	488,347	522,085
Supplies and Other Services	75,382	60,524	70,199
Capital Outlay	0	0	0
Interfund Expenditures	3,816	7,000	7,400
TOTAL EXPENDITURES	<u>\$ 489,935</u>	<u>555,871</u>	<u>599,684</u>

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Miscellaneous Revenue	\$ 208	0	0
TOTAL REVENUES	<u>\$ 208</u>	<u>0</u>	<u>0</u>

**FIRE - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 300,220	394,495	419,745
Wages	45,636	0	0
Benefits	64,881	93,852	102,340
	<u>\$ 410,737</u>	<u>488,347</u>	<u>522,085</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 44,502	41,014	43,014 *2
Maintenance and Operations	189	2,000	2,000
Utilities	90	0	0
Professional/Technical Svcs	15,409	0	0
Other Expenses	15,192	17,510 *1	25,185 *3
	<u>\$ 75,382</u>	<u>60,524</u>	<u>70,199</u>

*1 Includes one-time funding of \$4,300 for office upgrades.

*2 Includes funding of \$2,000 for awards and recognition supplies.

*3 Includes one-time funding of \$12,000 for department accreditation.

FIRE—SUPPRESSION PROGRAM SUMMARY

PROGRAM MANAGER—FIRE CHIEF

PROGRAM MISSION STATEMENT

To provide a well-trained, effective response force who safeguard lives and property and protect the environment by providing services which reduce the risk or losses incurred by fire, medical emergencies, hazardous materials incidents and natural disasters, and to prepare City staff and community for response to and recovery from natural and man-made disasters.

PROGRAM FUNCTIONS

- Respond quickly to all emergencies and take appropriate actions thereby reducing loss of life, property and environmental damage while ensuring the safety of all Fire personnel involved.
- Maintain a professional level of operational readiness as Firefighters, Paramedics, Emergency Medical Technicians, Hazardous Materials First-Responders, Hazardous Materials Technicians, and Rescuers.
- Provide annual training and coordination for City staff and residential and business community volunteers on disaster preparedness, response and recovery.
- Participate in ongoing fire and life safety activities through public education, community training, prefire planning and fire prevention inspections.
- Seek out and consider for organizational incorporation cost-effective innovations in equipment and methodologies.
- Maintain the Emergency Operations Center (EOC) in a state of readiness.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Provide new leadership for EMS Program.
- Coordinate with the Public Works Department to plan for and complete needed facility remodels at Fire Station Nos. 1 and 3.
- Develop a comprehensive design for the replacement of the hazardous materials vehicle.
- Replace six emergency medical response defibrillators.
- Complete deployment of fire disaster supply trailers.

FIRE—SUPPRESSION PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Overtime	\$50,000
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Provides additional funding for overtime needed to maintain training programs. Because some training cannot be done on-shift, it is necessary to backfill on-shift personnel with overtime. *No service level impact.*

Emergency Medical Services (EMS) Coordinator Contract	\$40,000
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Provides additional funding for a total of \$72,000 to contract for an EMS Coordinator. The department currently does not have the technical skills or program expertise to adequately manage this complex and comprehensive program. These funds are needed to maintain a well-run program. *Maintains desired level of service.*

Miscellaneous Ongoing Increases	\$7,000
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Provides funding for disaster trailer administration and maintenance (\$5,000) and for Cadet program supplies (\$2,000). *Maintains desired level of service.*

- General Fund Reserve:

New Hire Costs (one-time expenditure)	\$100,000
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Provides one-time funding for 10 Firefighter-level recruitments and background costs. The department anticipates 10 Firefighter vacancies from retirements during Fiscal Year 2002-03. *Maintains desired level of recruiting standards.*

Training (one-time expenditure)	\$46,000
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Provides one-time funding for company officer training (\$31,000) and executive leadership training (\$15,000). *Enhances employee development efforts.*

Miscellaneous (one-time expenditure)	\$16,000
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Provides one-time funding for miscellaneous one-time costs such as Hydrostatic breathing apparatus testing (\$4,000), recalibration of HazMat monitor (\$3,500), Draeger civil defense test kit (\$3,000); HazKat kit replacement (\$2,900) and MOU training requirements (\$2,600). *Maintains desired level of service.*

Assessment Center (one-time expenditure)	\$16,000
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Provides one-time funding for a consultant to create and conduct assessment centers for vacant Suppression positions. *Maintains desired level of service.*

FIRE—SUPPRESSION PROGRAM SUMMARY

- Shoreline Regional Park Community Fund:

Module Rental for HazMat Van	\$5,000
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The HazMat van was relocated from Fire Station No. 1 to Fire Station No. 5 in the Community. This recommendation is for temporary storage for the vehicle until the permanent station is constructed.

LM/BUD
LHP-172-03^

**FIRE - SUPPRESSION
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Battalion Chief	4	4	4
Office of Emergency Services Coordinator	1	1	1
Fire Captain/HM II	3	3	3
Fire Captain/HM I	2	2	2
Fire Captain	13	13	13
Fire Engineer/HM II	3	3	3
Fire Engineer/HM I	2	2	2
Fire Engineer	13	13	13
Firefighter/HM II	3	3	3
Firefighter/HM I	2	2	2
Firefighter/Paramedic	21 *1	21 *1	21 *1
Firefighter	4	4	4
Total Permanent	71	71	71
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	71	71	71

*1 Authorization of 21 Paramedics includes Engineer level.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 8,448,804	9,232,023	9,899,933
Supplies and Other Services	360,591	501,345	660,045
Capital Outlay	200,442	82,000	182,500
Interfund Expenditures	198,693	193,000	213,700
TOTAL EXPENDITURES	\$ 9,208,530	10,008,368	10,956,178

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
General Licenses & Permits	\$ 38	100	40
State Intergovernmental Revenue	23,302	5,250	5,040
General Service Charges	2,123	3,700	3,700
Miscellaneous Revenue	605	0	217,000
Interfund Revenue Transfers	97,000	0	0
TOTAL REVENUES	\$ 123,068	9,050	225,780

FIRE - SUPPRESSION PROGRAM SUMMARY

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 6,935,633	7,161,716	7,598,862 *
Wages	276	0	0
Benefits	1,512,895	2,070,307	2,301,071
	<u>\$ 8,448,804</u>	<u>9,232,023</u>	<u>9,899,933</u>

* Includes increased funding of \$50,000 for overtime.

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 169,120	165,329 *1	172,329 *6
Maintenance and Operations	32,957	56,996 *2	56,996
Utilities	48,755	65,745 *3	34,245 *7
Professional/Technical Svcs	71,468	108,882 *4	148,882 *8
Other Expenses	38,291	104,393 *5	247,593 *9
	<u>\$ 360,591</u>	<u>501,345</u>	<u>660,045</u>

*1 Includes increased funding of \$1,400 for miscellaneous supplies and uniforms.

*2 Includes increased funding of \$2,840 for miscellaneous maintenance costs.

*3 Includes increased funding of \$17,000 for Fire Station 5 gas and electricity.

*4 Includes increased funding of \$5,710 for miscellaneous contract services such as injury and illness instructors and medical exam services.

*5 Includes increased funding of \$5,250 for miscellaneous training and certification fees and includes one-time fundings of \$20,000 for recruitment costs, \$9,500 for a Captain assessment center and \$13,100 for miscellaneous costs such as Paramedic training equipment, training tower upgrades, confined space training, and ladder maintenance and replacement.

*6 Includes funding of \$2,000 for Cadet Program supplies.

*7 Includes decreased funding of \$9,000 for Fire Station 5 gas and electricity and transfer of \$22,500 to the Emergency Communications Program.

*8 Includes increased funding of \$40,000 for EMS Coordinator contract.

*9 Includes increased funding of \$5,000 for disaster trailer administration and maintenance, and includes one-time fundings of \$15,000 for executive leadership training, \$31,000 for company officer training, \$4,000 for breathing apparatus hydrostatic testing, \$3,500 for HazMat monitor recalibration, \$3,000 for Draeger civil defense test kit, \$2,900 for Hazkat kit replacement, \$2,600 for training, \$16,000 for two assessment centers, and \$100,000 for new hire costs for ten new hires.

FIRE—FIRE AND ENVIRONMENTAL PROTECTION PROGRAM SUMMARY

PROGRAM MANAGER—FIRE MARSHAL

PROGRAM MISSION STATEMENT

To protect the health, safety and welfare of the community through a comprehensive program emphasizing fire prevention, fire investigation, public education/outreach, environmental compliance and housing inspection.

PROGRAM FUNCTIONS

- Maintain an ongoing fire prevention program, hazardous materials and underground storage tank inspection program.
- Ensure that facilities using or storing hazardous materials, or discharging wastewater into the sanitary or storm sewers, comply with applicable Federal, State and local requirements.
- Maintain a proactive rental housing inspection program.
- Maintain an effective permitting program requiring businesses to submit critical information about their hazardous materials storage, use and wastewater discharge practices.
- Identify and remove any abandoned or unmonitored underground storage tanks which may have contained hazardous materials.
- Review and inspect facilities discontinuing the use or storing of hazardous materials.
- Review plans and inspect new construction projects for compliance with applicable codes and ordinances.
- Provide technical assistance at hazardous materials incidents.
- Provide counseling and education for juvenile fire setters to prevent repeat offenses.
- Investigate all suspicious, fatal and high-dollar-loss fires to determine cause, origin and circumstances.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Work with cities in Santa Clara County on compiling a list of amendments to the upcoming 2000 Uniform Fire Code adoption.

FIRE—FIRE AND ENVIRONMENTAL PROTECTION PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- Wastewater Fund:

Nonpoint Source Dues SCVWD

\$19,000

A permit is mandated by the State as a way of controlling and reducing harmful discharges into the Bay. The City is one of 13 Santa Clara County cities that pay dues to the Santa Clara Valley Water District. For cities to finance this program individually would be cost-prohibitive. These dues help fund a consultant that coordinates the County-wide program and performs a number of permit requirements and special studies.

LM/BUD
LHP-172-04^

**FIRE - FIRE AND ENVIRONMENTAL PROTECTION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2000-01 ADJUSTED</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Fire Marshal	1	1	1
Assistant Fire Marshal	1	1	1
Fire Protection Engineer	2	2	2
Deputy Fire Marshal	1	1	1
Haz Mat Specialist	2	2	2
Urban Runoff Coordinator	1	1	1
Water Environmental Specialist	2	2	2
Building Inspector I/II	2	2	2
Program Assistant	0.50	0.50	0.50
Office Assistant III	0.25	0.25	0.25
Total Permanent	<u>12.75</u>	<u>12.75</u>	<u>12.75</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL POSITIONS	<u><u>12.75</u></u>	<u><u>12.75</u></u>	<u><u>12.75</u></u>

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,382,693	1,543,578	1,619,606
Supplies and Other Services	126,605	187,558	206,558
Capital Outlay	0	0	0
Interfund Expenditures	24,210	23,000	24,200
TOTAL EXPENDITURES	<u><u>\$ 1,533,508</u></u>	<u><u>1,754,136</u></u>	<u><u>1,850,364</u></u>

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Licenses & Permits	\$ 282,214	285,000	290,000
Fines and Forfeitures	4,764	0	0
General Service Charges	131,142	95,550	119,970
Miscellaneous Revenue	12,807	10,000	10,000
TOTAL REVENUES	<u><u>\$ 430,927</u></u>	<u><u>390,550</u></u>	<u><u>419,970</u></u>

**FIRE - FIRE AND ENVIRONMENTAL PROTECTION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 1,130,354	1,225,333 *	1,275,506
Wages	3,945	0	0
Benefits	248,394	318,245	344,100
	<u>\$ 1,382,693</u>	<u>1,543,578</u>	<u>1,619,606</u>
* Includes increased funding of \$15,000 for overtime.			
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 16,321	26,250	26,250
Maintenance and Operations	894	3,550	3,550
Utilities	1,249	500	500
Professional/Technical Svcs	101,056	143,208 *1	162,208 *2
Other Expenses	7,085	14,050	14,050
	<u>\$ 126,605</u>	<u>187,558</u>	<u>206,558</u>

*1 Includes increased funding of \$15,000 for nonpoint source dues to Santa Clara Valley Water District.

*2 Includes increased funding of \$19,000 for nonpoint source dues to Santa Clara Valley Water District.

FIRE—EMERGENCY COMMUNICATIONS PROGRAM SUMMARY

PROGRAM MANAGER—COMMUNICATIONS MANAGER

PROGRAM MISSION STATEMENT

To translate citizen 9-1-1 and nonemergency telephone service requests into the appropriate action and dispatch emergency services via telephone, radio and/or data communications.

PROGRAM FUNCTIONS

- Maintain radio and data communications for Police, Fire, after-hours Public Services and contract dispatch services.
- Communicate the citizens' needs in an expedient manner for public safety emergency and nonemergency services.
- Maintain public safety records for citizens and for management information.
- Maintain a professional level of readiness for Public Safety Dispatch staff to handle emergencies as they arise.
- Provide prearrival medical instructions to the public.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Conduct an emergency communications assessment and obtain accreditation for a center of excellence.
- Replace current computer-aided dispatch systems.

FIRE—EMERGENCY COMMUNICATIONS PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Two Lead Public Safety Dispatcher Overhire Positions (\$98,600)

These two Lead Public Safety Dispatcher positions are overhires and were created to maintain staffing in the Emergency Communications Center. It can take up to one year from the time of a position vacancy to place a Public Safety Dispatcher on-line due to the timing of hiring and training involved. An overhire position allows staff to anticipate a vacancy and start the hiring and training process before a position actually becomes vacant. Staffing in the Emergency Communications Center has stabilized; therefore, the funding method for overhires, used to maintain staffing levels, has been moved to one-time as needed. *No service level impact.*

Temporarily Unfund Half-Time Office Assistant III Position (\$31,200)

Temporarily reduces the budget for a half-time Office Assistant III in Emergency Communications. *Shifts clerical workload to existing staff and may affect timeliness of some internal services.*

- General Fund Reserve:

Accreditation (one-time expenditure) \$5,000

Provides one-time funding for the Emergency Communications Center to start accreditation programs. *Maintains desired level of service.*

LM/BUD
LHP-172-05^

**FIRE - EMERGENCY COMMUNICATIONS
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Communications Manager	1	1	1
Principal Systems Specialist	1	1	1
Lead Public Safety Dispatcher	4	4	4
Lead Public Safety Dispatcher Overhire	2	2	2 *2
Public Safety Dispatcher	9	11 *1	11
Office Assistant III	0.50	0.50	0.50 *3
Total Permanent	17.50	19.50	19.50
Total Part-Time Hourly	0.42	0.42	0.42
TOTAL POSITIONS	17.92	19.92	19.92

*1 Addition of two Public Safety Dispatchers.

*2 Funding for two Lead Public Safety Dispatcher Overhire positions moved to one-time as needed.

*3 Unfunded .50 Office Assistant III position for Fiscal Year 2002-03.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 1,450,707	1,795,400	1,851,347
Supplies and Other Services	258,574	340,351	378,158
Capital Outlay	10,142	0	0
Interfund Expenditures	2,782	3,000	3,200
TOTAL EXPENDITURES	\$ 1,722,205	2,138,751	2,232,705

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
State Intergovernmental Revenue	\$ 10,199	1,590	2,000
Miscellaneous Revenue	20,227	10,000	25,800
Interfund Revenue Transfers	132,000	0	0
TOTAL REVENUES	\$ 162,426	11,590	27,800

**FIRE - EMERGENCY COMMUNICATIONS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 1,171,285	1,428,713	1,504,185
Wages	53,563	30,839	32,224
Benefits	225,859	335,848	314,938
	<u>\$ 1,450,707</u>	<u>1,795,400</u>	<u>1,851,347</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 20,398	12,100 *1	12,100
Maintenance and Operations	13,851	11,129	11,129
Utilities	72,867	123,140	121,790 *4
Professional/Technical Svcs	129,061	162,682 *2	206,989 *5
Other Expenses	22,397	31,300 *3	26,150 *6
	<u>\$ 258,574</u>	<u>340,351</u>	<u>378,158</u>

*1 Includes increased funding of \$500 for miscellaneous supplies.

*2 Includes increased funding of \$57,200 for emergency communications system maintenance and other miscellaneous contract services.

*3 Includes increased funding of \$4,100 for miscellaneous training and membership costs and includes one-time fundings of \$6,200 for recruitment costs and \$4,000 for DEC Oracle training and Reflections software license renewal.

*4 Includes transfer of \$22,500 from the Suppression Program.

*5 Includes increased funding of \$20,500 for the Data911 maintenance contract.

*6 Includes one-time funding of \$5,000 for Emergency Communications accreditation.

POLICE DEPARTMENT

The Police Department is responsible for maintaining community quality of life by providing contemporary police response systems to meet community expectations for safety and service. The Police Department depends on community partnerships for the protection of life and property, the promotion of community order through crime prevention and educational programs, the apprehension and prosecution of criminals, and the management of noncriminal public activities.

ADMINISTRATION

Administration is responsible for managing the Police Department. This division is responsible for maintaining the integrity of the agency and investigating all complaints against Police employees. Additionally, this division is responsible for tracking all major community policing actions, coordinating and implementing crime prevention activities, and relaying public information by maintaining open communications and relationships with local media personnel. This division is responsible for the administrative maintenance of national accreditation.

FIELD OPERATIONS DIVISION

The Field Operations Division is responsible for providing all uniform police services to the community. Its primary function includes responding to criminal activity and calls for service in an effective and timely manner and providing crime suppression and prevention activities. Within this division resides Patrol, Traffic Safety, Crime Suppression, Special Operations, and Special Services and Information. Additionally, District Commanders are assigned to specific geographical areas of the City to give the community increased access to command personnel responsible for resolving crime and safety issues.

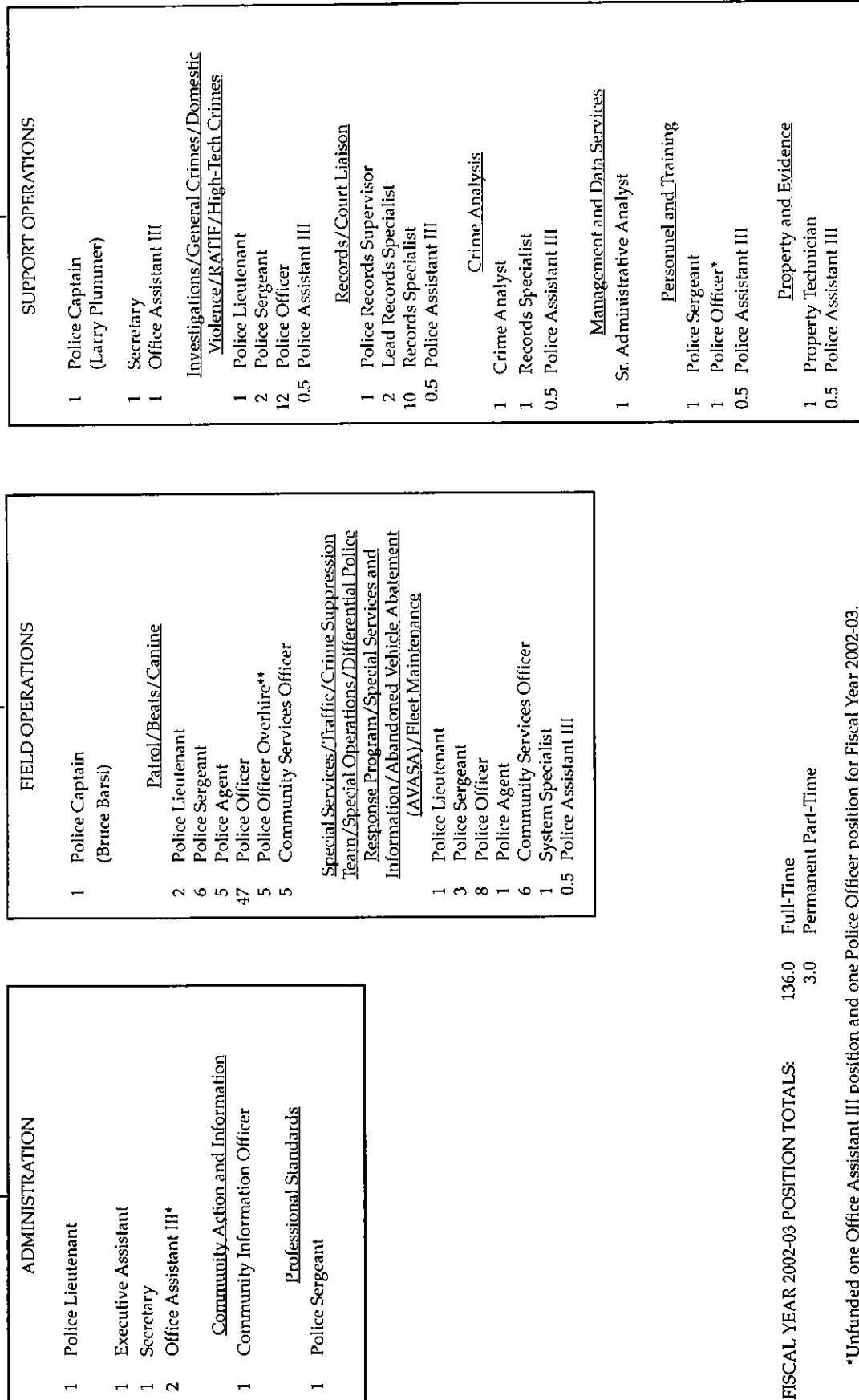
SUPPORT OPERATIONS DIVISION

The Support Operations Division is responsible for supporting all patrol units through follow-up investigations and the tracking of crime trends and criminal events to help ensure prosecution.

Additionally, this division is responsible for record-keeping activities such as filing; indexing and collecting of records and statistical information; processing of warrants of arrest; and for the coordination of all personnel and training functions.

POLICE DEPARTMENT

POLICE CHIEF
(Scott S. G. Vermeer)



FISCAL YEAR 2002-03 POSITION TOTALS: 136.0 Full-Time
3.0 Permanent Part-Time

*Unfunded one Office Assistant III position and one Police Officer position for Fiscal Year 2002-03.

**Funding for three Police Officer overhire positions moved to one time as needed.

POLICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER-POLICE CHIEF

DEPARTMENT MISSION STATEMENT

To provide contemporary professional police service in partnership with our community in order to enhance community safety, protect life and property, and reduce crime and the fear of crime by leading a community commitment to solve problems.

DEPARTMENT FUNCTIONS

- Promote a community partnership for the protection of life, property and the promotion of community order through crime prevention and education programs, the apprehension and prosecution of criminals and the management of noncriminal activities. (M 1, 2)
- Join other City departments in maintaining community quality of life by providing contemporary police response systems to meet community expectations for service. (M 3, 4, 5, 6, 7, 8, 9, 10, 11, 12)
- Develop a philosophy and provide leadership, management and direction to guide the organization towards effective and efficient police services. (M 13, 14)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Continue transition of the department into community policing philosophies and strategies.
- Continue to enhance programs to improve communication with the community.
- Maintain Police Department accreditation by the Commission for Accreditation of Law Enforcement Agencies (CALEA) and continue implementation of strategies adopted.
- Maintain aggressive outreach programs for all levels of the organization to attract a diverse pool of Police candidates in order to continue improving organizational diversity.

PERFORMANCE/WORKLOAD MEASURES

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
Administration:					
1. Percent of citizen complaints resolved and notification made to complaining party within 60 days	>90%	91%	>90%	94.44%	>90%
2. Percent reduction in false alarm responses through use of community education, false alarm warnings, and billing of frequent violators	>5%	3.7% ^(A)	>5%	12%	>5%
Field Operations:					
3. Percent of calls for service workload handled by Community Services Officer (CSO) staff	>25%	14%	>20%	12% ^(B)	>20%

**POLICE
DEPARTMENT SUMMARY**

	2000-01 Target	2000-01 Actual	2001-02 Target	2001-02 Actual	2002-03 Target
4. Percent of time response is made to emergency calls for service within 4 minutes	>95%	49.5% ^(C)	>95%	49.5% ^(C)	>95%
5. Incident reports processed (total calls for service)	60,000	73,082	60,000	60,802	60,000
6. Part I crimes reported (murder, rape, robbery, aggravated assault, burglary, larceny—theft, auto theft)	3,000	2,689	3,000	2,656	3,000
7. Part II crimes reported (all other crimes)	3,750	4,323	3,750	3,970	3,750
8. Traffic collisions reported					
— Injury/Fatality	200	338	200	296	200
— Property damage only	900	674	900	601	900
9. Adult arrests	3,200	2,756	3,200	3,128	3,200
10. Juvenile arrests	400	333	400	280	400
11. Moving violations issued	5,000	9,982	5,000	7,968	5,000
Support Operations:					
12. Percent of total reported Part 1 crimes cleared by arrest or exception	>25%	33%	>25%	34%	>25%
13. Percent of Police Officer background investigations completed (conditional offer made) within 45 days of assignment	>80%	69% ^(D)	>80%	95%	>80%
14. Percent of police reports, field identification cards and citations entered in records databases prior to the 5th day of the following month	>90%	12% ^(E)	>90% ^(F)	95%	>90%

^(A) Community education and outreach program not fully implemented. The punitive process of this program will begin January 2002.

^(B) Low due to position vacancy and training.

^(C) This measures time call is received by Dispatcher to time Officer arrives on scene. Currently reviewing measure as it does not take into consideration time an Officer spends assessing scene upon arrival before coming in contact with the caller.

^(D) Nine out of 29 backgrounds took longer than 45 days to assess.

^(E) Actual low due to staffing shortages.

^(F) Measure changed from entry within three days of submission to entry prior to the 5th day of the following month.

LP/BUD/LHP-305-01^

**POLICE
DEPARTMENT SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Police Chief	1	1	1
Police Captain	2	2	2
Police Lieutenant	5	5	5
Police Sergeant	13	13	13
Police Agent	6	6	6
Police Officer	67	68 *1	68 *5
Police Officer (Overhire)	5	5	5 *6
Community Information Officer	1	1	1
Community Services Officer	10	11 *2	11
Police Records Supervisor	1	1	1
Senior Administrative Analyst	1	1	1
Crime Analyst	1	1	1
Systems Specialist	0	1 *3	1
Property & Fingerprint Technician	0	1	1
Lead Police Records Specialist	2	2	2
Police Records Specialist	10	11	11
Police Assistant III	2	3 *4	3
Executive Assistant	1	1	1
Secretary	2	2	2
Office Assistant III	3	3	3 *5
Total Permanent	133	139	139
Total Part-Time Hourly	3.58	2.62 *4	2.62
TOTAL POSITIONS	136.58	141.62	141.62

*1 Addition of a Police Officer position.

*2 Addition of one Community Services Officer position.

*3 Addition of Local Law Enforcement Block Grant funded Systems Specialist position.

*4 Reclassification of permanent half-time Police Assistant positions to level III, and conversion of two half-time hourly Police Assistant positions to permanent half-time.

*5 Unfunded one Police (Recruiting) Officer position and one Office Assistant III position for Fiscal Year 2002-03.

*6 Funding for three Police Officer Overhire positions moved to one-time as needed.

DEPARTMENT PROGRAMS	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Police Administration	\$ 1,702,799	1,314,146	1,256,490
Field Operations	9,654,225	10,978,200	11,981,558
Support Operations	2,935,865	4,255,870	4,407,556
	\$ 14,292,889	16,548,216	17,645,604

**POLICE
DEPARTMENT SUMMARY**

<u>EXPENDITURE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries Wages and Benefits	\$ 12,363,242	14,455,821	15,365,242
Supplies and Other Services	1,369,267	1,546,555	1,759,562
Capital Outlay	176,182	107,840	59,800
Interfund Expenditures	384,198	438,000	461,000
TOTAL EXPENDITURES	<u>\$ 14,292,889</u>	<u>16,548,216</u>	<u>17,645,604</u>

<u>FUNDING SOURCES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Operating Fund	\$ 13,972,742	16,256,569	17,175,764
General Fund Reserve	0	80,581	254,029
Supplemental Law Enforcement Services	193,644	211,066	189,811
Grants Fund	126,503	0	0
Shoreline Regional Park Community	0	0	26,000
TOTAL FUNDING	<u>\$ 14,292,889</u>	<u>16,548,216</u>	<u>17,645,604</u>

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Licenses & Permits	\$ 16,597	12,000	62,000
Fines & Forfeitures	454,914	405,000	517,000
Local Intergovernmental Revenue	11,291	60,000	60,000
State Intergovernmental Revenue	210,518	337,890	340,809
Federal Intergovernmental Revenue	100,288	0	0
General Service Charges	174,155	121,050	145,270
Miscellaneous Revenue	279,213	100,000	225,000
Interfund Revenue Transfers	33,845	0	0
TOTAL REVENUES	<u>\$ 1,280,821</u>	<u>1,035,940</u>	<u>1,350,079</u>

POLICE—ADMINISTRATION

PROGRAM SUMMARY

PROGRAM MANAGER—POLICE CHIEF

PROGRAM MISSION STATEMENT

To provide administrative support essential to the department's operational effectiveness.

PROGRAM FUNCTIONS

- Promote a community partnership for the protection of life, property and the promotion of community order through crime prevention and education programs, the apprehension and prosecution of criminals and the management of noncriminal activities.
- Provide management which ensures internal and budgetary accountability, control and viability.
- Maintain positive liaisons with other City departments.
- Provide the data, resource, technical, analytical and investigative needs expressed by the department and its external customers.
- Develop and enhance communications and partnerships with the community in order to maximize effectiveness and efficiency.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Continue transition of the department into community policing philosophies and strategies.
- Continue to enhance programs to improve communication with the community.
- Maintain Police Department accreditation by the Commission for Accreditation of Law Enforcement Agencies (CALEA) and continue implementation of strategies adopted.
- Continue work planning to focus organizational direction and work activities and provide accountability.
- Continue programs to improve internal communications and coordination.
- Respond to citizen complaints with timely and credible internal investigations.

POLICE—ADMINISTRATION PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Temporarily Unfund Office Assistant III Position (\$62,400)

Temporarily reduces budget funding for one Office Assistant III position shared between the Police and Fire Departments. *Shifts clerical workload to existing staff.*
- General Fund Reserve:

Supervisory/Management Training Programs (one-time expenditure) \$20,000

Provides funding for supervisory and management training programs such as Command College, Supervisory Leadership Institute, Senior Management Institute for Police and other supervisory courses. *Allows newly promoted management and supervisory staff to attend appropriate training programs.*

Recruitment Contract Services (one-time expenditure) \$40,000

Provides one-time funding for recruitment and promotional testing (\$20,000) and background investigations (\$20,000). *Maintains desired level of recruiting standards.*

Miscellaneous Increases (one-time expenditure) \$12,500

Provides one-time funding for a rain gear replacement upgrade. *Maintains desired level of service.*

Grant Matching Funds (one-time expenditure) \$11,400

Provides matching funds to the Local Law Enforcement Block Grant. This grant will be used to fund a Systems Specialist position and requires a 10.0 percent match by the City. Council approved the Systems Specialist position during the 2000-01 fiscal year. *Maintains desired level of service.*

LP/BUD
LHP-305-02^

**POLICE - ADMINISTRATION
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Police Chief	1	1	1
Police Lieutenant	1	1	1
Police Sergeant	3	1 *1	1
Community Information Officer	1	1	1
Senior Administrative Analyst	1	0 *2	0
Crime Analyst	1	0 *2	0
Property & Fingerprint Technician	1	0 *2	0
Police Records Specialist	1	0 *2	0
Police Assistant III	0.50	0 *2	0
Executive Assistant	1	1	1
Secretary	1	1	1
Office Assistant III	2	2	2 *3
Total Permanent	14.50	8	8
Total Part-Time Hourly	0.60	0.12 *2	0.12
TOTAL POSITIONS	15.10	8.12	8.12

*1 Transferred one Police Sergeant position to Field Operations and one Police Sergeant position to Support Operations.

*2 Transferred Senior Administrative Analyst, Crime Analyst, Property & Fingerprint Technician, Police Records Specialist, and Police Assistant positions (permanent) to the Support Operations program; transferred one half-time hourly Police Assistant position to the Field Operations program.

*3 Unfunded one Office Assistant III position for Fiscal Year 2002-03.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 1,294,358	895,282	866,326
Supplies and Other Services	349,212	318,224	335,264
Capital Outlay	36,750	63,640	16,000
Interfund Expenditures	22,479	37,000	38,900
TOTAL EXPENDITURES	\$ 1,702,799	1,314,146	1,256,490

REVENUE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
General Licenses and Permits	\$ 6,646	5,000	5,000
Federal Intergovernmental Revenue	4,453	0	0
General Service Charges	37,209	12,000	36,000
Miscellaneous Revenue	5,258	0	0
Interfund Revenue Transfer	14,845	0	0
TOTAL REVENUES	\$ 68,411	17,000	41,000

**POLICE - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 1,011,091	691,657	669,107
Wages	38,481	6,068	6,341
Benefits	244,786	197,557	190,878
	<u>\$ 1,294,358</u>	<u>895,282</u>	<u>866,326</u>
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 109,898	63,120	63,120
Maintenance and Operations	14,787	26,276	26,276
Utilities	77,747	62,550	62,550
Professional/Technical Svcs	85,046	16,335	16,335
Other Expenses	61,734	149,943 *1	166,983 *2
	<u>\$ 349,212</u>	<u>318,224</u>	<u>335,264</u>

*1 Includes funding of \$12,000 for Santa Clara County radio interoperability program, \$4,100 for miscellaneous increases such as the CALEA annual fee and property room audit, and one-time fundings of \$38,000 for recruitment contract services, \$20,000 for supervisory/management training programs, \$8,900 for grant matching funds, and \$4,900 for a recruitment/ outreach brochure.

*2 Includes one-time fundings of \$20,000 for supervisory/management training programs, \$20,000 for background investigation, \$20,000 for testing and recruiting services, \$12,500 for raingear upgrades and \$11,400 for grant matching funds. Also includes rebudget of \$4,900 for a recruitment brochure.

POLICE—FIELD OPERATIONS PROGRAM SUMMARY

PROGRAM MANAGER—FIELD OPERATIONS CAPTAIN

PROGRAM MISSION STATEMENT

To provide services which protect and enhance community safety and welfare through timely response to high-priority calls-for-service and effective, collaborative problem-solving initiatives.

PROGRAM FUNCTIONS

- Join other City departments in maintaining community quality of life by providing contemporary police response systems to meet community expectations for service.
- Manage high-priority calls-for-service in a timely and effective manner.
- Continue to advance the implementation of community-oriented policing.
- Continue to effectively manage planned special events and unplanned emergencies.
- Address traffic safety needs in partnership with the community and other City departments via a program of problem solving, which includes communication, education, engineering and enforcement.
- Monitor customer satisfaction through the administration of surveys and other public feedback instruments.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Continue to develop partnerships with members of the community as well as organizations in the community to make a positive impact on issues related to quality of life.
- Provide clear communications and information-sharing within the organization as well as fostering a two-way flow of information with the community.
- Provide mentoring and training to career-oriented individuals within the organization to prepare them to assume increased responsibilities and leadership roles.
- Develop a false alarm reduction program which will significantly reduce the number of alarms in the City requiring a Police response.
- Employ a team-training concept for new-recruit Officers to improve their success rate in the training program and reduce the amount of time needed for training.

POLICE—FIELD OPERATIONS PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Three Police Officer Overhire Positions (\$161,000)

The Fiscal Year 2001-02 budget included five Police Officer overhire positions. These overhire positions were created to maintain staffing levels of the Police Department. It can take up to one year from the time of a position vacancy to place a sworn Officer on the street due to the timing of hiring and training involved. An overhire position allows staff to anticipate a vacancy and start the hiring and training process before a position actually becomes vacant. For three of the five overhires used to maintain staffing levels, the funding method has been moved to one-time as needed. *No service level impact.*

Animal Control Services \$112,700

The contract for animal control services with the City of Palo Alto was renegotiated in September 2000. Because the contract was renewed mid-fiscal year, the amount of the contract was prorated for the remainder of that fiscal year (the nine-month period between October 2000 and June 2001). This amount reflects a cost-of-living adjustment for animal control services as well as a full year's funding. *Maintains desired level of service.*

False Alarm Citation Payment Processing Not net increase

Provides funding of \$70,000 for a third-party payment processing contract to collect false alarm fines. This amount is fully offset by revenue. *Maintains desired level of service.*

Shoreline Amphitheatre Patrol No net increase

Provides additional funding of \$50,000 for a total of \$150,000 for patrol services at Shoreline Amphitheatre events. This amount is fully offset by reimbursement from the Amphitheatre operator. *Maintains desired level of service.*

Supplemental Law Enforcement Services Grant \$35,000

The City receives grant funding from the State to provide additional front-line law enforcement services. The original funding was sufficient to fund two Police Officers. Funding has diminished while the cost of Police Officers has risen. Currently, the City receives an amount to fund approximately 1.5 Police Officer positions. This amount represents 30.0 percent of a Police Officer position in order to transition funding to the General Fund. *No service level impact.*

POLICE—FIELD OPERATIONS PROGRAM SUMMARY

Miscellaneous Ongoing Increases

\$6,900

Provides increased funding for miscellaneous items such as crossing guard contract services (\$3,700), canine training (\$1,900), parking citation processing services (\$900), and wildlife rescue services (\$400). *Provides needed funding for increases in miscellaneous cost of services.*

- General Fund Reserve:

Miscellaneous Increases (one-time expenditure)

\$4,300

Provides one-time funding for canine bomb detection training (\$2,500) and replacement of Fire tactical illuminators (\$1,800). *Maintains desired level of service.*

LP/BUD

LHP-305-03^

**POLICE - FIELD OPERATIONS
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Police Captain	1	1	1
Police Lieutenant	3	3	3
Police Sergeant	8	9 *1	9
Police Agent	6	6	6
Police Officer	55	55	55
Police Officer (Overhire)	5	5	5
Community Services Officer	10	11 *2	11
Systems Specialist	0	1 *3	1
Police Assistant III	1	0.50 *4	0.50
Total Permanent	89	91.50	91.50
Total Part-Time Hourly	0.96	1.44 *5	1.44
TOTAL POSITIONS	89.96	92.94	92.94

*1 Transferred one Police Sergeant position from Administration.

*2 Addition of a Community Services Officer position.

*3 Addition of a Local Law Enforcement Grant funded System Specialist position.

*4 Reclassification of permanent half-time Police Assistant positions to level III and transfer one half-time Police Assistant position to Support Operations.

*5 Transfer one hourly half-time Police Assistant position from Administration.

*6 Funding for three Police Officer Overhire positions moved to one-time as needed.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 8,561,154	9,833,012	10,648,129
Supplies and Other Services	641,156	752,988	942,529
Capital Outlay	123,417	38,200	18,300
Interfund Expenditures	328,498	354,000	372,600
TOTAL EXPENDITURES	\$ 9,654,225	10,978,200	11,981,558

**POLICE - FIELD OPERATIONS
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Genreal Licenses and Permits	\$ 0	0	50,000
Fines & Forfeitures	454,914	405,000	517,000
Local Intergovernmental Revenue	11,291	0	0
State Intergovernmental Revenue	210,518	184,500	186,509
Federal Intergovernmental Revenue	95,835	0	0
General Service Charges	97,900	67,300	72,720
Miscellaneous Revenue	248,892	100,000	225,000
Interfund Revenue Transfer	19,000	0	0
TOTAL REVENUES	\$ 1,138,350	756,800	1,051,229

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 7,048,107	7,648,843 *1	8,275,655 *2
Wages	10,937	92,420	95,210
Benefits	1,502,110	2,091,749	2,277,264
	\$ 8,561,154	9,833,012	10,648,129

*1 Includes increased funding of \$100,000 for overtime.

*2 Includes increased funding of \$50,000 for amphitheatre events overtime and specialty pay.

<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 139,725	159,354	159,354
Maintenance and Operations	35,692	12,308	12,308
Utilities	1,517	0	0
Professional/Technical Svcs	335,528	446,408 *1	636,026 *3
Other Expenses	128,694	134,918 *2	134,841 *4
	\$ 641,156	752,988	942,529

*1 Includes increased funding of \$14,200 for animal control services and \$15,100 for miscellaneous contract services such as crossing guard, parking citation processing, canine training, and wildlife rescue.

*2 Includes one-time funding of \$3,600 for SWAT load bearing vests.

*3 Includes increased fundings of \$112,700 for animal control services, \$70,000 for false alarm citation processing, and \$6,900 for miscellaneous contract services such as crossing guard, canine training, parking citation processing, and wildlife rescue.

*4 Includes one-time fundings of \$2,500 for canine bomb detection training and \$1,800 to replace 5 tactical illuminators.

POLICE—SUPPORT OPERATIONS PROGRAM SUMMARY

PROGRAM MANAGER—SUPPORT OPERATIONS CAPTAIN

PROGRAM MISSION STATEMENT

To provide investigative, training and records support to the Field Operations Division and to the overall mission of the Police Department.

PROGRAM FUNCTIONS

- Develop a philosophy and provide leadership, management and direction to guide the organization towards effective and efficient police services.
- Manage investigative programs that effectively combine suppression, intervention and prevention components in order to enhance community safety and quality of life.
- Provide management of the department budget that ensures budgetary accountability, control and viability.
- Maintain police records administration that provides accurate data collection, timely records retrieval and analytical development that meets the needs of community policing and management decision-making.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2002-03

- Maintain aggressive outreach programs for all levels of the organization to attract a diverse pool of Police candidates in order to continue improving organizational diversity.
- Continue to enhance the department's capability to respond to high-technology crimes.

POLICE—SUPPORT OPERATIONS PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Temporarily Unfund Police (Recruiting) Officer (\$107,200)

Temporarily reduces budget for a Police Officer position devoted to recruitment activities. This position was originally created to strengthen the department's efforts for recruiting officers and filling vacancies as quickly as possible. *Reduces recruitment outreach efforts.*

Cal ID Fingerprint Identification Contract \$7,200

Provides funding for a 11.7 percent adjustment for Fiscal Year 2002-03. This is a contract with the City of San Jose for participation in the Cal ID system. *Maintain desired level of service.*

Miscellaneous Ongoing Increases \$3,800

Provides increased funding for crime lab contract services. *Provides needed funding for increases in miscellaneous cost of services.*

LP/BUD
LHP-305-04^

**POLICE - SUPPORT OPERATIONS
PROGRAM SUMMARY**

POSITIONS	2000-01 ADJUSTED	2001-02 ADOPTED	2002-03 ADOPTED
Police Captain	1	1	1
Police Lieutenant	1	1	1
Police Sergeant	2	3 *1	3
Police Officer	12	13 *2	13 *5
Police Records Supervisor	1	1	1
Senior Administrative Analyst	0	1 *3	1
Crime Analyst	0	1 *3	1
Property & Fingerprint Technician	0	1 *3	1
Lead Police Records Specialist	2	2	2
Police Records Specialist	10	11 *3	11
Police Assistant III	0.50	2.50 *4	2.50
Secretary	1	1	1
Office Assistant III	1	1	1
Total Permanent	31.50	39.50	39.50
Total Part-Time Hourly	2.02	1.06 *4	1.06
TOTAL POSITIONS	33.52	40.56	40.56

*1 Transferred one Police Sergeant position from Administration.

*2 Addition of a Police Officer position.

*3 Transferred Senior Administrative Analyst, Crime Analyst, Property & Fingerprint Technician, Police Records Specialist, and Police Assistant positions (permanent) from Administration.

*4 Transferred of one permanent half-time Police Assistant position from Administration; transferred one permanent half-time Police Assistant from Field Operations; reclassification of permanent half-time Police Assistant positions to level III; conversion of two hourly half-time Police Assistant positions to permanent half-time.

*5 Unfunded one Police (Recruiting) Officer position for Fiscal Year 2002-03.

EXPENDITURE SUMMARY	2000-01 ACTUAL	2001-02 ADOPTED	2002-03 ADOPTED
Salaries Wages and Benefits	\$ 2,507,730	3,727,527	3,850,787
Supplies and Other Services	378,899	475,343	481,769
Capital Outlay	16,015	6,000	25,500
Interfund Expenditures	33,221	47,000	49,500
TOTAL EXPENDITURES	\$ 2,935,865	4,255,870	4,407,556

**POLICE - SUPPORT OPERATIONS
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
General Licenses & Permits	\$ 9,951	7,000	7,000
Local Intergovernmental Revenue	0	60,000	60,000
State Intergovernmental Revenue	0	153,390	154,300
General Service Charges	39,046	41,750	36,550
Miscellaneous Revenue	25,063	0	0
TOTAL REVENUES	<u>\$ 74,060</u>	<u>262,140</u>	<u>257,850</u>

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Salaries	\$ 2,013,655	2,865,532	2,947,484
Wages	26,936	46,298	48,375
Benefits	467,139	815,697	854,928
	<u>\$ 2,507,730</u>	<u>3,727,527</u>	<u>3,850,787</u>

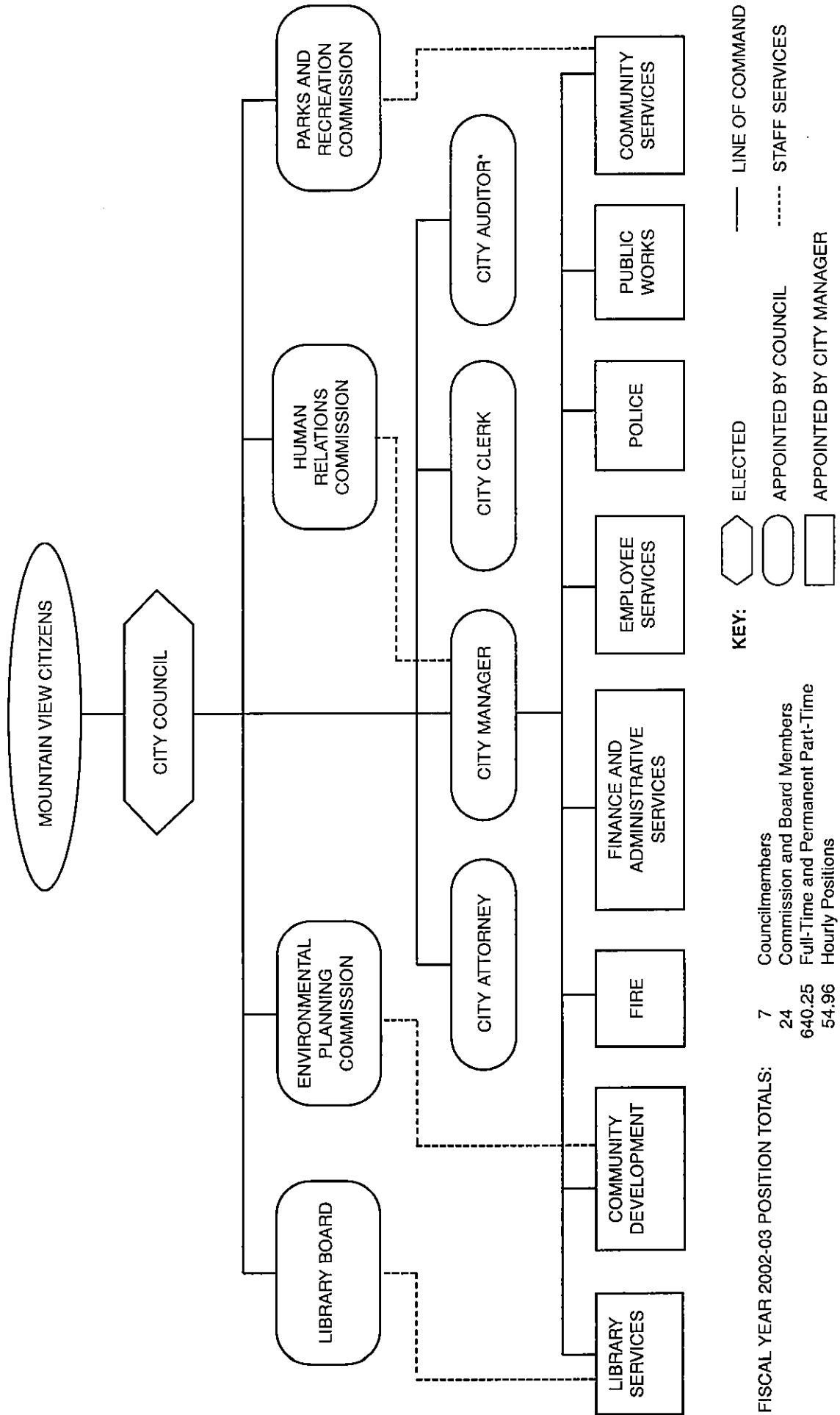
<u>SUPPLIES AND SERVICES</u>	<u>2000-01 ACTUAL</u>	<u>2001-02 ADOPTED</u>	<u>2002-03 ADOPTED</u>
Materials and Supplies	\$ 39,222	39,329	39,329
Maintenance and Operations	5,955	2,932	2,932
Utilities	13,552	22,148	22,148
Professional/Technical Svcs	295,212	353,991 *1	364,932 *3
Other Expenses	24,958	56,943 *2	52,428
	<u>\$ 378,899</u>	<u>475,343</u>	<u>481,769</u>

*1 Includes increased funding of \$9,800 for Cal ID fingerprint identification contract and \$6,300 for miscellaneous service contract increases such as booking fees and Santa Clara County crime lab.

*2 Includes one-time funding of \$4,500 for investigator duty bags.

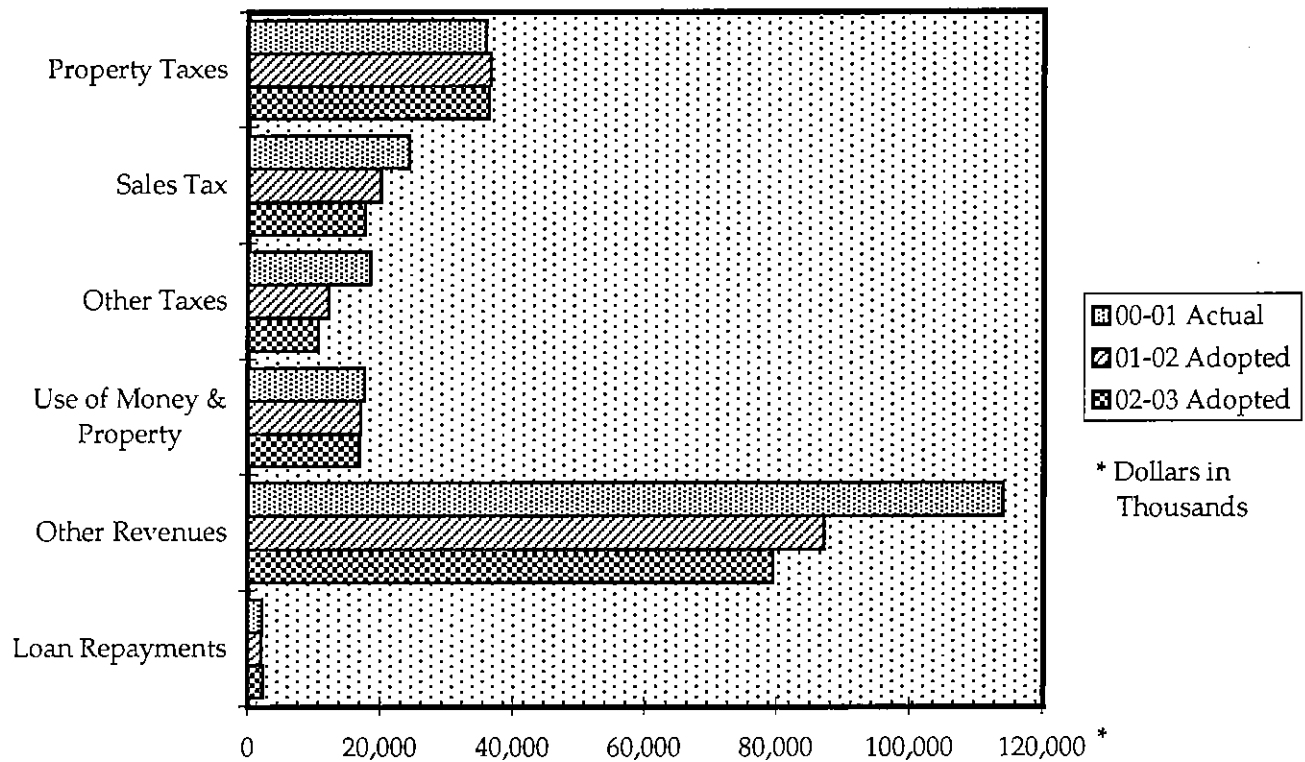
*3 Includes increased funding of \$7,200 for Cal ID fingerprint identification contract and \$3,800 for miscellaneous service contract increases such as Santa Clara County crime lab.

CITY GOVERNMENT ORGANIZATION



*Finance and Administrative Services Director serves as City Auditor

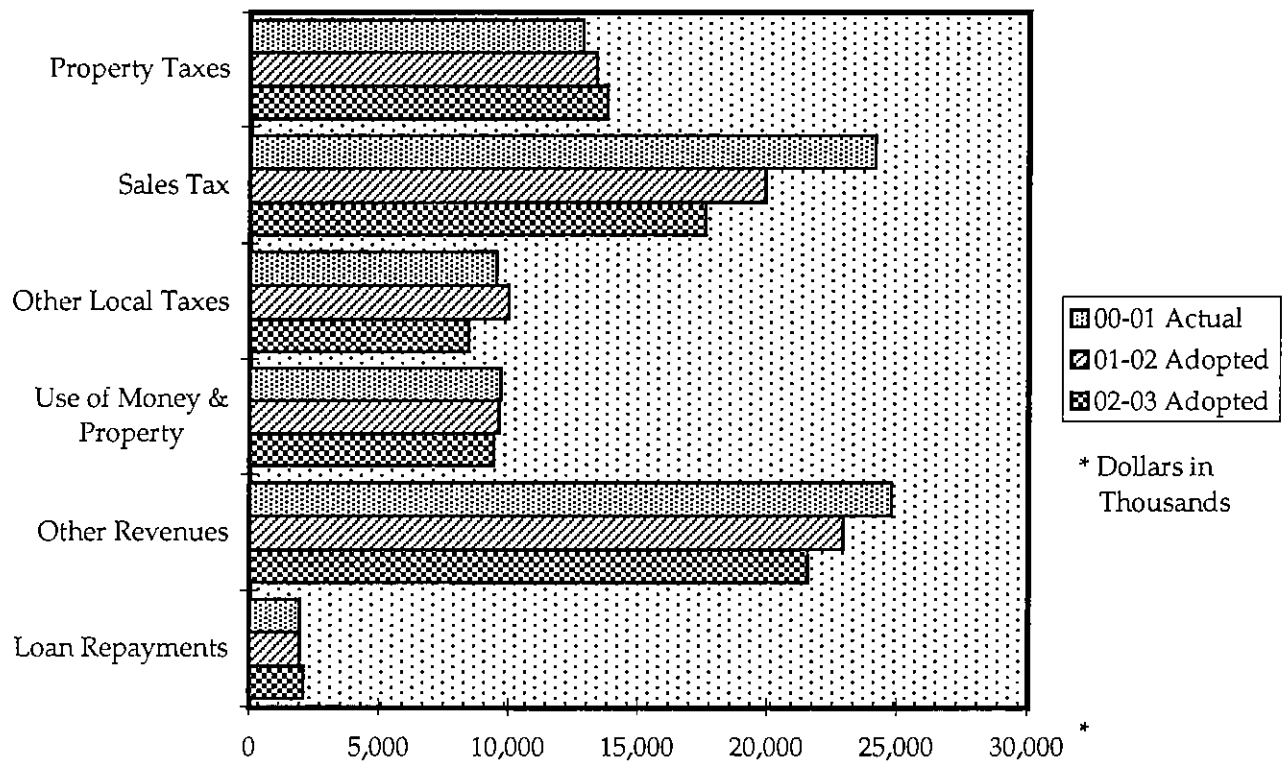
TOTAL FUND REVENUES



Revenue Category	Actual 2000-01	Adopted 2001-02	Adopted 2002-03	Percent Change **
Property Taxes	\$ 35,732,527	36,492,559	36,136,948	(1.0%)
Sales Tax	24,108,167	19,873,140	17,569,640	(11.6%)
Other Local Taxes	18,322,234	12,009,000	10,462,710	(12.9%)
Use of Money and Property	17,405,045	16,855,504	16,628,200	(1.3%)
Other Revenues:				
Licenses, Permits & Fees	6,910,249	6,840,010	5,151,930	(24.7%)
Fines & Forfeitures	458,048	405,000	517,000	27.7%
Intergovernmental	8,171,067	8,028,528	7,938,399	(1.1%)
Charges for Services	39,496,263	38,696,020	36,785,427	(4.9%)
Other Revenues	8,365,273	2,279,503	1,408,580	(38.2%)
Interfund Revenues & Transfers	50,503,023	30,773,851	27,505,533	(10.6%)
Loan Repayments	2,030,103	1,897,252	2,159,754	13.8%
TOTAL	\$ 211,501,999	174,150,367	162,264,121	(6.8%)

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

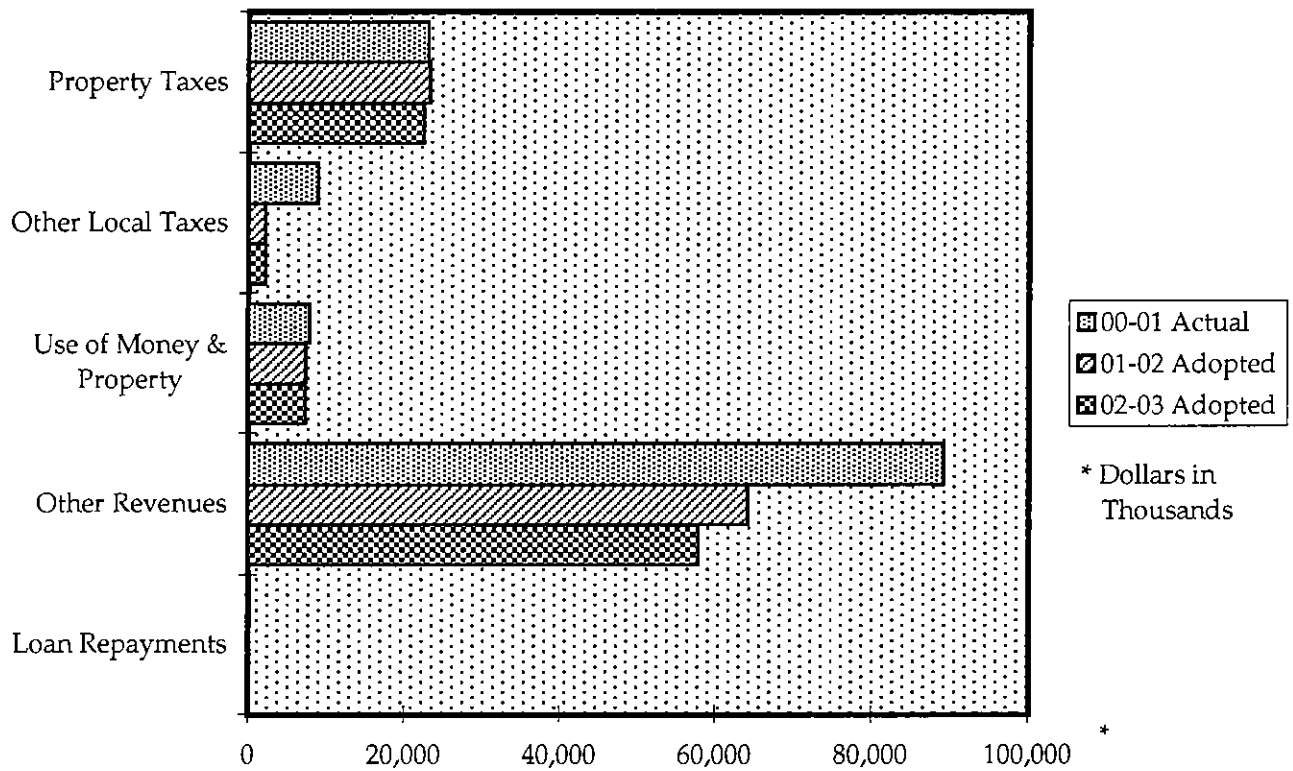
GENERAL OPERATING FUND REVENUES



<u>Revenue Category</u>	<u>Actual 2000-01</u>	<u>Adopted 2001-02</u>	<u>Adopted 2002-03</u>	<u>Percent Change **</u>
Property Taxes	\$ 12,825,286	13,338,330	13,752,380	3.1%
Sales tax	24,108,167	19,873,140	17,569,640	(11.6%)
Other Local Taxes	9,487,297	9,958,000	8,427,710	(15.4%)
Use of Money and Property	9,644,289	9,588,870	9,384,330	(2.1%)
Other Revenues:				
Licenses, Permits & Fees	6,117,548	6,049,910	4,190,650	(30.7%)
Fines & Forfeitures	458,048	405,000	517,000	27.7%
Intergovernmental	4,986,111	4,960,260	4,777,620	(3.7%)
Charges for Services	3,688,498	2,592,330	1,995,160	(23.0%)
Other Revenues	1,079,721	525,600	907,980	72.8%
Interfund Revenues & Transfers	8,419,340	8,353,140	9,157,000	9.6%
Loan Repayments	1,894,252	1,894,252	2,059,754	8.7%
TOTAL	\$ 82,708,557	77,538,832	72,739,224	(6.2%)

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

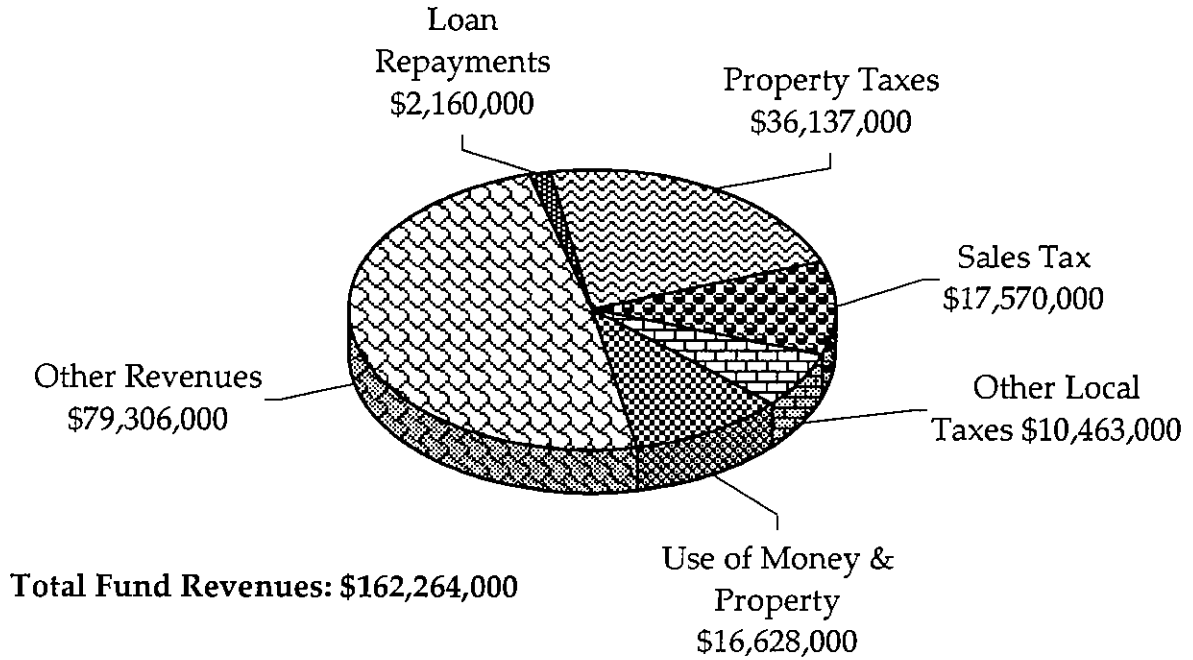
OTHER FUND REVENUES



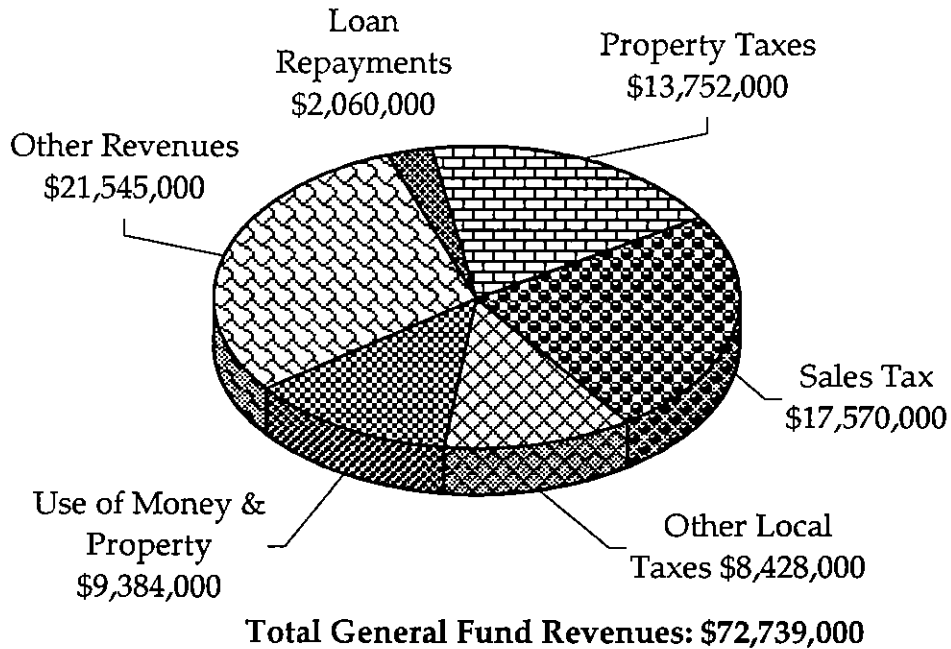
<u>Revenue Category</u>	<u>Actual 2000-01</u>	<u>Adopted 2001-02</u>	<u>Adopted 2002-03</u>	<u>Percent Change **</u>
Property Taxes	\$ 22,907,241	23,154,229	22,384,568	(3.3%)
Other Local Taxes	8,834,937	2,051,000	2,035,000	(0.8%)
Use of Money & Property	7,760,756	7,266,634	7,243,870	(0.3%)
Other Revenues:				
Licenses, Permits & Fees	792,701	790,100	961,280	21.7%
Intergovernmental	3,184,956	3,068,268	3,160,779	3.0%
Charges for Services	35,807,765	36,103,690	34,790,267	(3.6%)
Other Revenues	7,285,552	1,753,903	500,600	(71.5%)
Interfund Revenues and Transfers	42,083,683	22,420,711	18,348,533	(18.2%)
Loan Repayments	135,851	3,000	100,000	3233.3%
TOTAL	\$ 128,793,442	96,611,535	89,524,897	(7.3%)

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

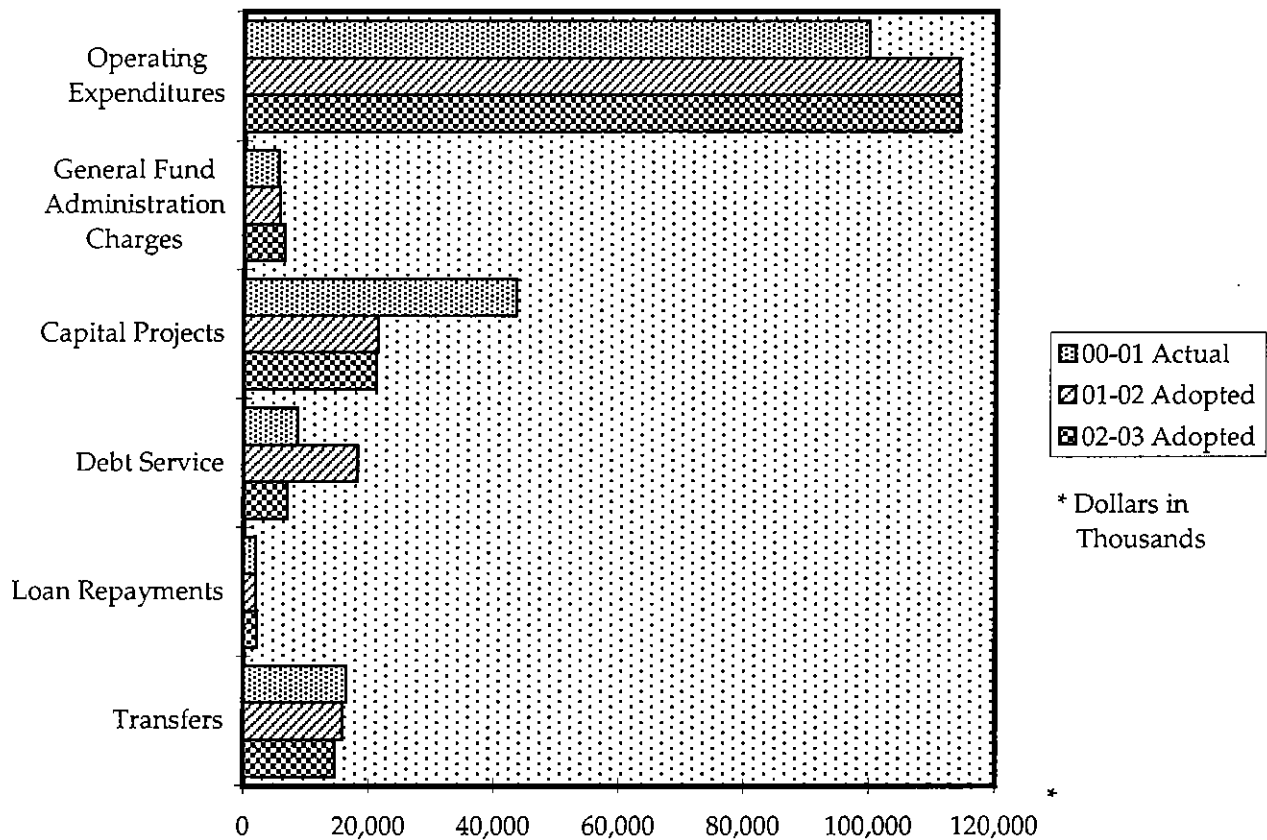
**TOTAL FUND REVENUES
FISCAL YEAR 2002-03**



**GENERAL OPERATING FUND REVENUES
FISCAL YEAR 2002-03**



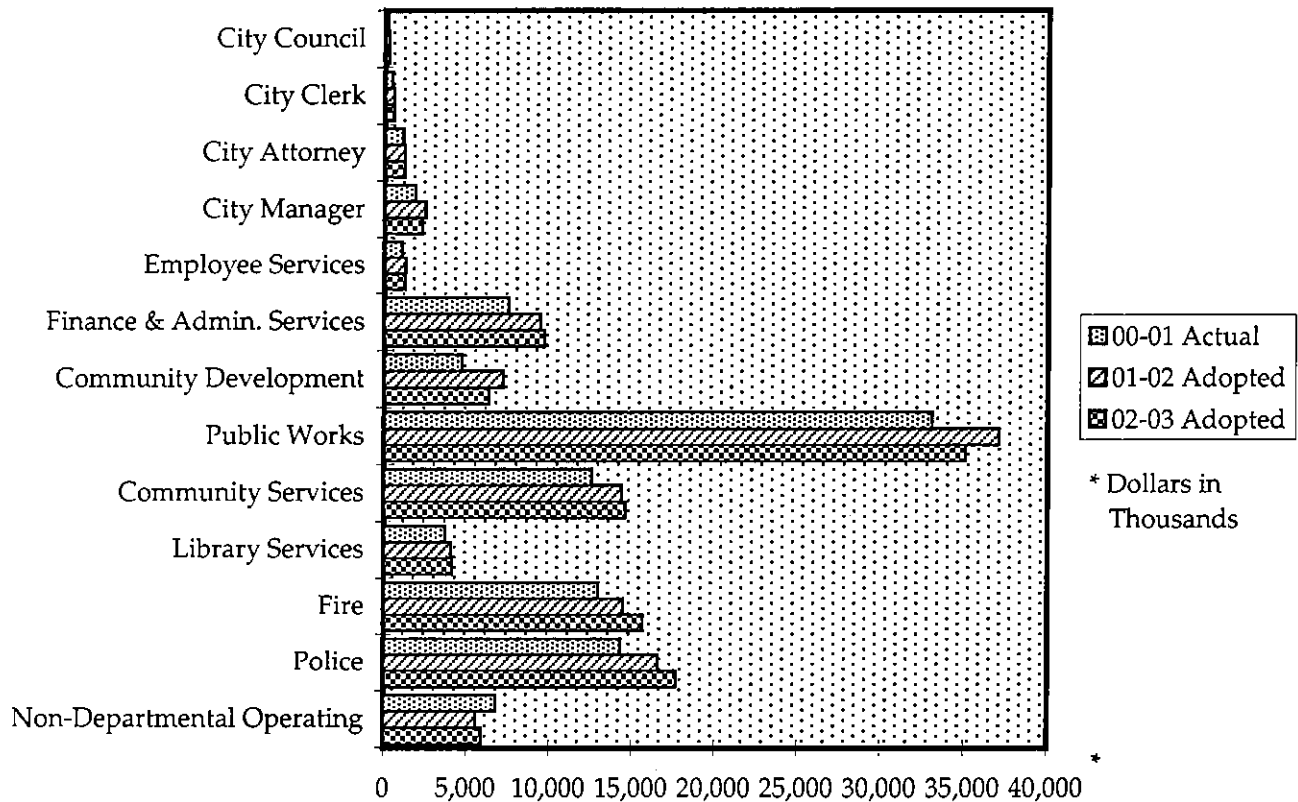
TOTAL FUND EXPENDITURES



<u>Expenditure Category</u>	<u>Actual 2000-01</u>	<u>Adopted 2001-02</u>	<u>Adopted 2002-03</u>	<u>Percent Change **</u>
Operating Expenditures	\$ 99,874,268	114,154,304	114,267,403	0.1%
General Fund Administration Charges	5,367,954	5,571,270	6,403,310	14.9%
Capital Projects	43,394,811	21,273,000	20,995,741	(1.3%)
Debt Service	8,523,722	18,104,753	6,913,477	(61.8%)
Loan Repayments	1,918,000	1,918,000	2,082,098	8.6%
Transfers	16,320,981	15,685,390	14,527,022	(7.4%)
TOTAL	\$ 175,399,736	176,706,717	165,189,051	(6.5%)

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

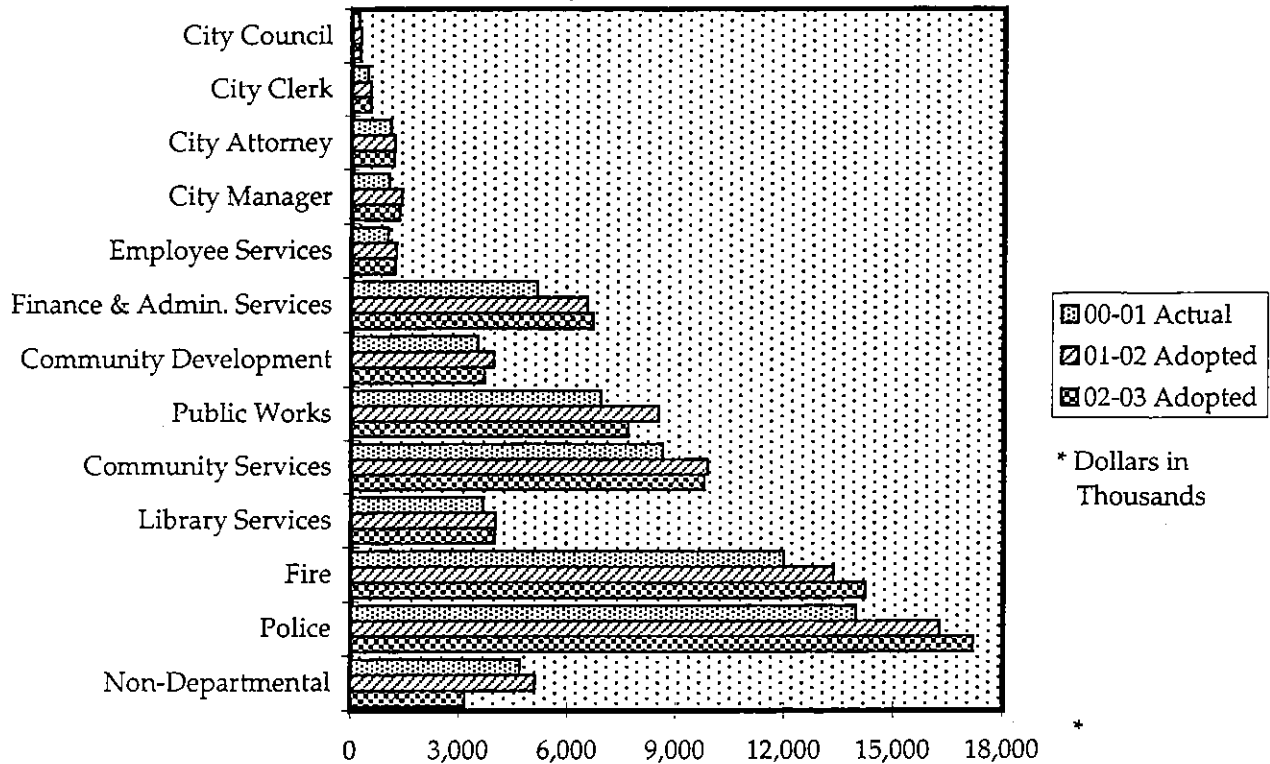
TOTAL OPERATING EXPENDITURES



<u>Department</u>	<u>Actual 2000-01</u>	<u>Adopted 2001-02</u>	<u>Adopted 2002-03</u>	<u>Percent Change **</u>
City Council	\$ 173,925	225,235	218,818	(2.8%)
City Clerk	417,432	496,297	543,915	9.6%
City Attorney	1,078,581	1,183,461	1,179,417	(0.3%)
City Manager	1,834,536	2,440,254	2,243,354	(8.1%)
Employee Services	996,936	1,244,266	1,228,554	(1.3%)
Finance and Admin Svcs	7,484,801	9,418,850	9,652,195	2.5%
Community Development	4,640,352	7,158,974	6,284,113	(12.2%)
Public Works	33,080,430	37,075,030	35,081,926	(5.4%)
Community Services	12,540,887	14,358,677	14,590,766	1.6%
Library Services	3,650,741	4,030,734	4,086,038	1.4%
Fire	12,954,178	14,457,126	15,638,931	8.2%
Police	14,292,889	16,548,216	17,645,604	6.6%
Non-Departmental Operating	6,728,580	5,517,184	5,873,772	6.5%
TOTAL	\$ 99,874,268	114,154,304	114,267,403	0.1%

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

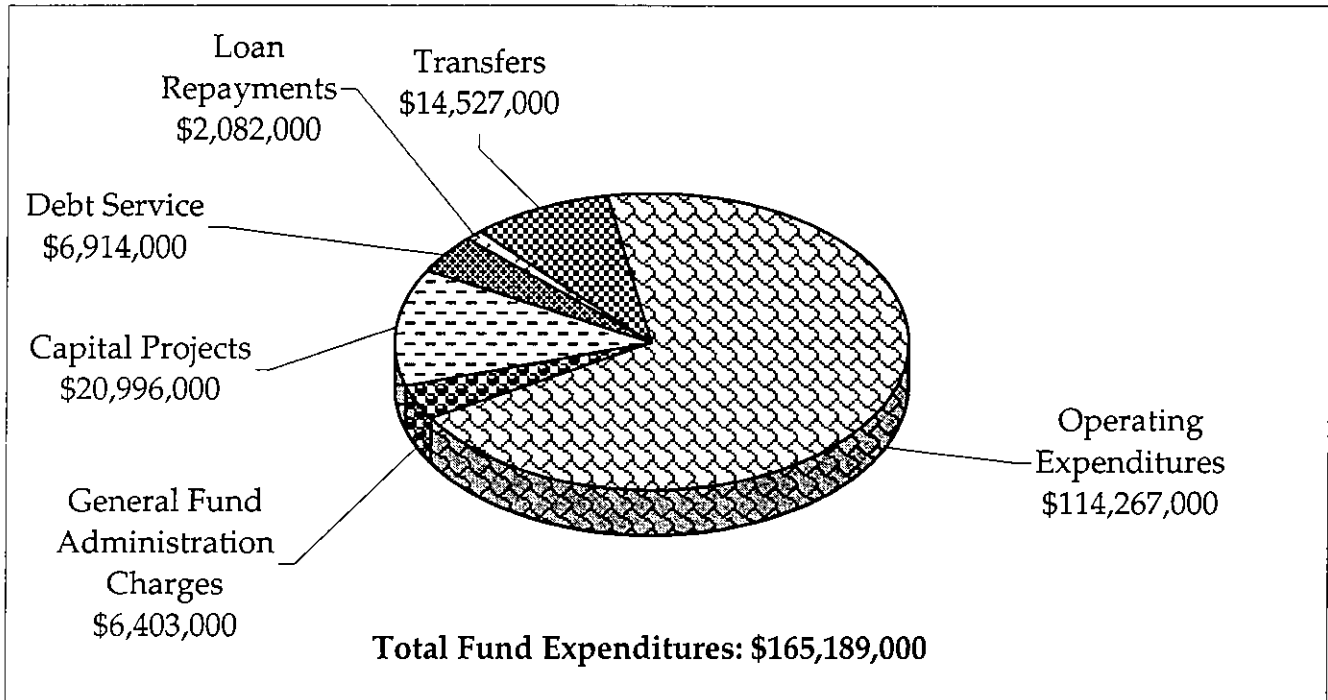
GENERAL OPERATING FUND EXPENDITURES



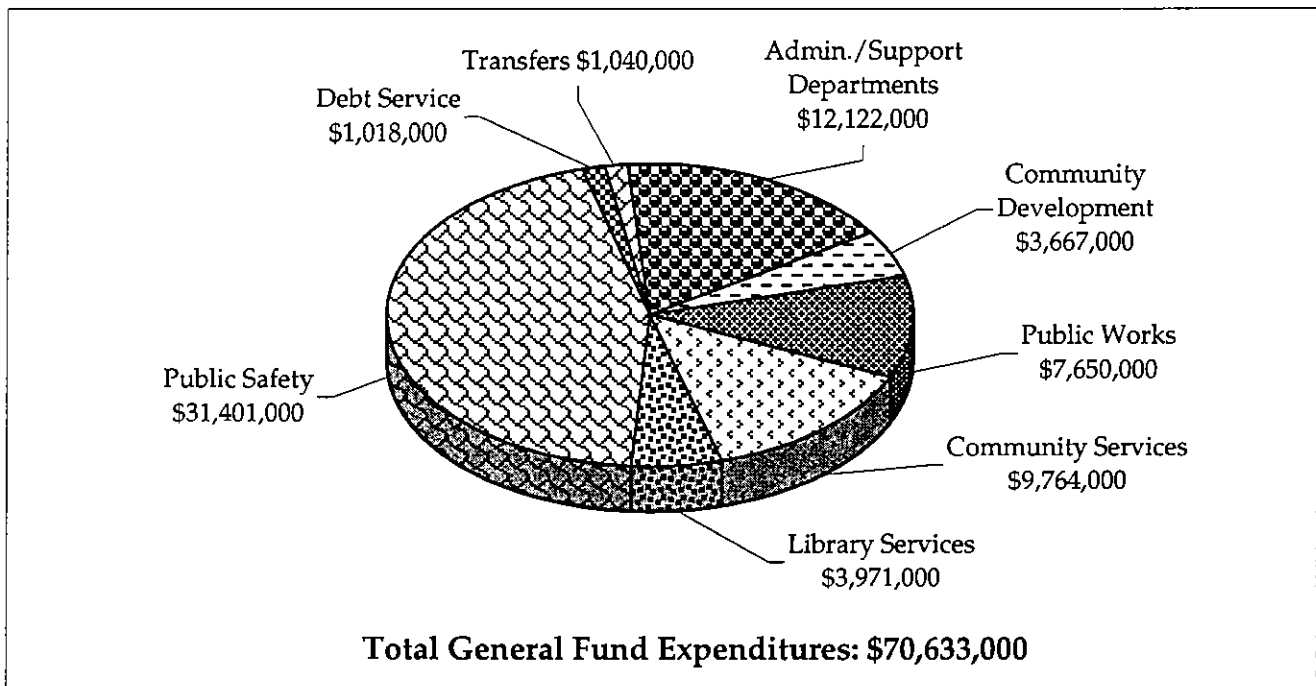
<u>Department</u>	<u>Actual 2000-01</u>	<u>Adopted 2001-02</u>	<u>Adopted 2002-03</u>	<u>Percent Change **</u>
City Council	\$ 173,925	225,235	203,618	(9.6%)
City Clerk	417,432	496,297	488,196	(1.6%)
City Attorney	1,076,936	1,173,461	1,169,417	(0.3%)
City Manager	1,027,018	1,382,417	1,311,324	(5.1%)
Employee Services	992,089	1,228,266	1,187,554	(3.3%)
Finance and Admin Svcs	5,122,111	6,501,201	6,673,663	2.7%
Community Development	3,474,661	3,926,336	3,667,327	(6.6%)
Public Works	6,897,372	8,487,441	7,649,945	(9.9%)
Community Services	8,608,592	9,853,891	9,763,977	(0.9%)
Library Services	3,650,741	3,977,093	3,971,038	(0.2%)
Fire	11,977,557	13,339,732	14,224,958	6.6%
Police	13,972,742	16,256,569	17,175,764	5.7%
Non-Departmental	4,666,252	5,086,175	3,146,433	(38.1%)
TOTAL	\$ 62,057,428	71,934,114	70,633,214	(1.8%)

** Percent Change From Prior Year Adopted to Current Year Adopted Budget.

TOTAL FUND EXPENDITURES FISCAL YEAR 2002-03



GENERAL OPERATING FUND EXPENDITURES FISCAL YEAR 2002-03



FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION

	ADJUSTED <u>2000-01</u>	ADOPTED <u>2001-02</u>	ADOPTED <u>2002-03</u>	<u>CHANGE</u>
<u>GENERAL FUND</u>				
CITY COUNCIL	7.00	7.00	7.00	
CITY CLERK	5.00	5.50	5.50	
CITY ATTORNEY	9.00	9.00	9.00	
CITY MANAGER	8.10	9.60	8.60	-1.00 (a)
EMPLOYEE SERVICES	7.50	8.50	8.50	
FINANCE AND ADMIN SRVCS	39.00	40.00	39.00	-1.00 (b)
COMMUNITY DEVELOPMENT	26.50	27.50	27.50	
PUBLIC WORKS	57.68	58.68	57.18	-1.50 (c)
COMMUNITY SERVICES	80.25	81.25	80.15	-1.10 (d)
LIBRARY SERVICES	39.50	39.50	39.50	
FIRE	99.35	101.35	101.35	
POLICE	133.00	136.00	136.30	+0.30 (e)
	<u>511.88</u>	<u>523.88</u>	<u>519.58</u>	<u>-4.30</u>
<u>OTHER FUNDS</u>				
CITY MANAGER				
SHORELINE REGIONAL PARK COMMUNITY	0.40	0.40	0.40	
FINANCE AND ADMIN SRVCS				
WATER	1.00	1.00	1.00	
COMMUNITY DEVELOPMENT				
SHORELINE REGIONAL PARK COMMUNITY	1.25	1.25	1.25	
CDBG	1.70	1.70	1.70	
REVITALIZATION/PARKING	0.55	0.55	0.55	
PUBLIC WORKS				
SHORELINE REGIONAL PARK COMMUNITY	1.40	1.40	1.40	
WATER	39.39	38.39	37.99	-0.40 (f)
WASTEWATER	13.65	13.65	13.55	-0.10 (f)
SOLID WASTE MANAGEMENT	17.88	17.88	17.88	
EQUIPMENT MAINTENANCE	10.00	10.00	10.00	
COMMUNITY SERVICES				
SHORELINE PARK	7.00	7.25	8.35	+1.10 (d)
SHORELINE GOLF LINKS	24.25	24.25	24.25	
FIRE				
WASTEWATER	6.65	6.65	6.65	
POLICE				
SUPPLEMENTAL LAW ENFRCMNT SRVCS	2.00	2.00	1.70	-0.30 (e)
LOCAL LAW ENFRCMNT BLOCK GRANT	1.00	1.00	1.00	
	<u>128.12</u>	<u>127.37</u>	<u>127.67</u>	<u>0.30</u>
 TOTAL EMPLOYEES	 <u>640.00</u>	 <u>651.25</u>	 <u>647.25</u>	 <u>-4.00</u>
 CHANGE FROM PRIOR YEAR	 18.25	 11.25	 -4.00	

FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION

(Continued)

Notes:

- a. Includes the elimination of the Community Relations Manager position.
- b. Includes the elimination of a Document Processing Technician position.
- c. Includes the elimination of a Streets Maintenance Worker position and elimination of the Limited Term Public Works Inspector position. Also reclassifies one Associate Engineer position (previously charged 40% to Water CIPs and 10% to Wastewater CIPs) to a Project Manager position 100% in the General Fund and 100% charged to CIPs.
- d. Includes the transfer of 10% of the Assistant Community Services Director position and one Parks Maintenance Worker III position to the Shoreline Regional Park Community Fund.
- e. Includes the transfer of .30 Police Officer position from the Supplemental Law Enforcement Services Fund.
- f. Includes the reclassification of one Associate Engineer position (previously charged 40% to Water CIPs and 10% to Wastewater CIPs) to a Project Manager position 100% in the General Fund and 100% charged to CIPs.

**FISCAL YEAR 2002-03
FUNDING OF NONPROFIT AGENCIES**

<u>AGENCY</u>	2001-02 <u>Adopted</u>	2002-03 <u>Requested</u>	2002-03 <u>Adopted</u>
Catholic Charities	\$ 9,640	9,930	9,640
Community School of Music & Arts			
Education Program	20,558	30,000	20,558
CSA - Senior Meals	30,660	31,580	30,660
May View Community Health Center	35,401	40,453	35,401
Mid Peninsula Citizens for Fair Housing	15,500	20,500	15,500
Mid Peninsula YWCA	6,000	8,500	6,000
Mountain View Pop Warner Football/Cheer Club	5,000	5,000	5,000
Outreach and Escort	15,836	15,836	15,836
Support Network for Battered Women	32,000	32,000	32,000
Veterans' Workshop, Inc.(one-time funding)	5,000 *1	0	0
Community Health Awareness Council	62,967	64,856	62,967
Project Sentinel	84,214	84,214	84,214
Joint Venture:Silicon Valley	15,000	15,000	15,000
KMVT	377,329	485,500	485,500 *2
Community School of Music & Arts			
Arts in Action	52,259	52,259	52,259
Music in Action	24,800	24,800	24,800
Youth Sports Fee Waiver	8,000	8,000	8,000
General Fund Total	\$ <u>800,164</u>	<u>928,428</u>	<u>903,335</u>

*1 Rebudget from Fiscal Year 1998-99.

*2 This represents 3 1/2% of the 5% estimated cable franchise revenues received by the City and interest earned on a Cable TV Capital Grant. Actual payment is dependent on actual cable franchise revenue received and actual interest earned.

**FISCAL YEAR 2002-03
FUNDING OF NONPROFIT AGENCIES**

(Continued)

<u>AGENCY</u>	2001-02 <u>Adopted</u>	2002-03 <u>Requested</u>	2002-03 <u>Adopted</u>
American Red Cross	\$ 6,000	6,000	4,000
Clara-Mateo Alliance Shelter			
Emergency shelter for homeless persons	2,005	5,000	2,005
Emergency shelter for families with children	5,000	5,000	5,000
Day center	0	5,000	0
CSA - Senior Services	34,650	34,690	34,690
CSA - Emergency Assistance	35,947	37,025	35,947
CSA - Alpha Omega Shelter	10,815	11,139	9,315
Emergency Housing Consortium	18,000	18,540	17,340
May View Community Health Center	4,495	9,547	5,000
Mid Peninsula Citizens for Fair Housing	8,500	13,500	5,000
Second Harvest Food Bank	6,764	6,764	5,764
Senior Adults Legal Assistance	6,900	6,900	6,000
Senior Day Health Program	5,150	5,305	5,000
Social Advocates for Youth	9,774	15,000	8,774
Community Technology Alliance	0	15,000	0
St. Vincent De Paul Society	0	6,000	0
Urban Ministry of Palo Alto (homeless drop-in)	0	10,000	0
CDBG Total	\$ <u>154,000</u> Maximum	<u>210,410</u>	<u>143,835</u> Maximum

**FISCAL YEAR 2002-03
ADOPTED CAPITAL OUTLAY**

General Fund

City Manager's Office:	\$ <u>2,900</u>
Computer for Youth Resources Manager	2,900
Finance and Administrative Services Department:	<u>33,000</u>
Security System with Photo Badging	32,000
Folder/Sealer and Printer (10%)	1,000
Public Works Department:	<u>9,700</u>
Storage Cabinets	9,700
Community Services Department:	<u>42,500</u>
Performing Arts Center Second Stage Perimeter Curtain Track	20,000
Performing Arts Center Exterior Directional Signage (rebudget)	10,000
Rengstorff Pool Covers	6,500
Small Tractor (Hetch-Hetchy trail)	6,000
Library Department:	<u>11,000</u>
Lobby Improvements	6,000
Furniture and Shelving for Young Adults Area	5,000
Fire Department:	<u>182,500</u>
6 Twelve Lead Defibrillators	130,000
2 Disaster Supply Trailers	30,000
3 Public Access Defibrillators	11,000
Fitness Equipment Replacement	7,000
Roof Ventilation Prop	4,500
Police Department:	\$ <u>59,800</u>
Handgun Replacements	18,300
Auditorium Furniture (rebudget)	16,000
Property Room Workstations	15,000
Investigative Services Division (ISD) Clerical Furniture	10,500
General Fund Total	\$ <u>341,400</u>

FISCAL YEAR 2002-03
ADOPTED CAPITAL OUTLAY
(Continued)

Non General Fund

Finance and Administrative Services Department:

Water: \$ 9,000

Folder/Sealer and Printer (90%) 9,000

Community Development Department:

Revitalization: 30,000

Ride-on Sweeper for Downtown Area 30,000

Public Works Department:

Fleet: 12,600

Emissions Equipment/Diagnostic Tool Upgrade (rebudget) 12,600

Community Services Department:

Shoreline Golf Links Fund: 27,500

2 Ball Dispensing Machines 19,000

Service Lift (rebudget) 8,500

Total Other Funds 79,100

Total Capital Outlay \$ 420,500

**FISCAL YEAR 2002-03
ADOPTED EQUIPMENT REPLACEMENT**

COMPUTERS: **\$ 636,850**

134 Regular Computers	227,800
4 High Capacity Servers	60,000
all Upgrade Desktop Software	60,000
2 Library Self Check Machines	50,000
20 Regular Printers	48,000
3 Medium Capacity Servers	25,500
3 Utility Billing Printers	24,000
5 High Capacity Computers	20,000
2 Library Staff Workstations	20,000
7 Portable Computers	17,500
3 Laser Color Printers	16,500
1 Image CD-ROM Jukebox	13,500
3 Apple Computers	13,500
3 High Capacity Printers	12,000
2 Large Scanners	11,000
1 Utility Billing PC Controller	7,600
1 Overhead Display System	5,500
556 Virus Protection Software	4,450

COMPUTER AIDED DISPATCH: **246,300**

1 VAX 3400 CPU	120,000
1 SNA Gateway	24,000
1 VAX 3100/85 CPU	20,000
3 Terminal Server (16 line)	12,900
4 400 mb Disk Drives	12,000
1 Line Printer	10,000
1 Uninterruptible Power Unit	10,000
2 1000 mb Disk Drives	8,000
2 Laser Printers	6,400
2 60" Power Cabinets	6,000
2 CAD Logging PCs	5,500
1 PC Console	4,500
1 DSSI Expansion Cabinet	3,500
1 Line Monitor (Compaq PC)	3,500

FISCAL YEAR 2002-03
ADOPTED EQUIPMENT REPLACEMENT
(Continued)

COMMUNICATIONS CENTER:	\$ <u>50,000</u>
5 Consoles	50,000
FIRE RADIO:	<u>22,000</u>
10 MTS-2000 Portable Radios	22,000
POLICE RADIOS:	<u>61,950</u>
59 HT-1000 Portable Radios	61,950
FLEET:	<u>796,000</u>
9 Electric Vehicles	180,000
4 Patrol Cars with Equipment	152,000
1.5 Heavy Truck	105,000
4 Vans	96,000
1 Large Mower	70,000
4 Mini Pick-up Trucks	64,000
2 Sedans/Wagons	34,000
1 ¾-Ton Cab, Chasis and Body	31,000
1 Scooter	26,000
1 Motorcycle	17,000
Miscellaneous Equipment	15,000
2 Mini Trailers	6,000
GOLF EQUIPMENT:	<u>358,500</u>
30 Powered Golf Carts	136,500
1 Grinder, Reel Sharpener	38,000
1 11' Rotary Rough Mower	36,000
1 Spray Rig Utility Vehicle	33,000
1 Triples Greens Mower	25,000
1 Triplex Tee Mower	22,000
1 Trim Mower	22,000
1 Fairway Slicer	14,000
1 3" Trencher with Wire Pull	9,000
1 Sand Raking Machine	8,000
1 Ball Picking Unit	8,000
1 Light Duty Utility Vehicle	7,000
TOTAL EQUIPMENT REPLACEMENT	<u>\$2,171,600</u>

**FISCAL YEAR 2002-03
ADOPTED CAPITAL IMPROVEMENT PROJECTS**

<u>Project</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2002/2003</u>
<u>2002/2003 AMENDED PROJECTS</u>			
AD 93-24	Parking Structure No. 2 and Lot Improvements, Assessment District Return project balance to funding source to make it available for new projects.	Parking District	\$ (546)
97-45	Miramonte Reservoir Design Increase design budget for EIR and related revised design considerations.	Water	450
95-50	Downtown Façade Improvement Program Replace CIP Reserve funding with Downtown Revitalization Authority funding.	CIP Reserve Revitalization	(48) 48
97-34	97-98 Information Services Computer Project Refund remaining Project funding related to a new financial system that has been completed.	CIP Reserve Water Wastewater Solid Waste Shoreline Community	(82) (12) (9) (8) (32)
99-30	98-99 Information Services Computer Project Refund remaining Project funding related to the CAD/MDC and Police Mug Shot Systems that have been completed.	CIP Reserve Water Wastewater Shoreline Community	(126) (26) (26) (12)
<u>2002/2003 ANNUAL PROJECTS</u>			
03-01	02-03 Street Resurfacing Program Install asphalt concrete and fog seal overlays, raise utilities and monuments. Also includes City facility parking lot resurfacing.	CIP Reserve Gas Tax Gas Tax (AB 2928)	348 137 200

FISCAL YEAR 2002-03
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Project</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2002/2003</u>
03-02	02-03 Traffic Signal Replacements/Modifications Replace traffic signal controllers, related equipment and traffic detector loops. Includes minor modifications to existing traffic signals to improve traffic safety.	C/C Tax Gas Tax	\$ 6 63
03-03	02-03 Slurry Seal Program Apply slurry seal to selected street surfaces and City facility parking lots as required.	CIP Reserve Gas Tax	3 99
03-04	02-03 Water System Improvements Scheduled replacement of smaller water system components and minor unscheduled improvements to the City's water system.	Water	284
03-05	02-03 Wastewater System Improvements Unscheduled minor improvements/repairs to the City's wastewater collection and pumping system.	Wastewater	131
03-06	02-03 Concrete Sidewalk/Curb Repairs Replace sidewalks that are past their useful lives and repair concrete curbs, gutters, and sidewalks displaced by street tree growth, and/or failure of City-owned utilities.	C/C Tax	425
03-07	02-03 Parks Pathway Resurfacing Renovate various park pathways within City parks.	C/C Tax	65
03-08	02-03 Shoreline Pathway, Roadway, Parking Improvements Correct drainage problems and damage due to differential settlement.	Shoreline Community	158

FISCAL YEAR 2002-03
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Project</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2002/2003</u>
03-09	02-03 Forestry Maintenance Program and Street Tree Replanting Contract for pruning, removing, stumping, purchasing, and replanting approximately 800 to 1,000 medium to large trees within the City. Maintain trees damaged by freezing, disease drought and other natural causes.	CIP Reserve C/C Tax	\$ 30 136
03-10	02-03 Shoreline Landfill Cap Maintenance and Repairs Regulatory mandates require the City to protect the integrity of the landfill cap and prevent surface emissions by regrading, filling, recompact, and making other improvements.	Shoreline Community	105
03-11	02-03 Developer Reimbursements Construction of street and utility improvements concurrent with private development. Adjacent properties benefiting from street and utility improvements will be required to reimburse the City for the improvements.	CIP Reserve Water Wastewater Storm Construct.	26 26 26 26
03-12	02-03 Street Lane Line and Legend Repainting Annual repainting City street lane lines and legends.	C/C Tax Gas Tax	17 204
03-13	02-03 Landfill Gas/Leachate System Repairs and Improvements Annual repairs and improvements to large components of the landfill gas and leachate system.	Shoreline Community	105
03-14	02-03 Facilities Maintenance Plan Repair, replace, or maintain City facilities (HVAC, roofs, carpets, plumbing, etc.)	C/C Tax	450

FISCAL YEAR 2002-03
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Project</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2002/2003</u>
03-15	02-03 Annual Traffic Studies/NTMP Improvements This project funds traffic control devices on neighborhood, local, and residential streets in conformance with the Neighborhood Traffic Management Program, and annual contracts with traffic consultants to assist Traffic Section with neighborhood traffic issues.	CIP Reserve Gas Tax	\$ 6 99
03-16	02-03 Maintenance Agreement for JPB/VRTA Transit Center Reimbursement of City expenses by JPB/VRTA.	Other (Reimbursed)	100
<u>2002/03 OTHER PROJECTS</u>			
03-17	Information Services Computer Projects Replacements including: current Police/Fire dispatch system, recreation scheduling system, and golf course scheduling system.	CIP Reserve C/C Tax Shoreline Community Golf Links	52 650 350 40
03-18	Miscellaneous Storm/Sanitary Sewer Main Replacement Repair and replace storm and sanitary sewer pipes, manholes and systems identified by the City's annual line televising program.	Wastewater	1,103
03-19	Miscellaneous Water Main/Service Line Replacement Replace corroded and/or undersized cast iron pipe water mains on various streets. The replacements include water services and fire hydrants. Fifty saddle replacements with funding of \$250,000 are included.	Water	1,913
03-20	Water System Master Plan Update the Water System Study completed in May 1992.	Water	221

FISCAL YEAR 2002-03
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Project</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2002/2003</u>
03-21	02-03 Install 2-Way Sewer Lateral Cleanouts Fourth year of 10-year program to install 100-150 2-way sewer cleanouts to reduce City maintenance expense.	Wastewater	\$ 105
03-22	Resurfacing of Cuesta Park Tennis Courts Resurface tennis courts based on periodic maintenance schedule.	C/C Tax	137
03-23	Fire Station No. 5, Design Design permanent Fire Station No. 5 located in the Shoreline Regional Park Community.	Shoreline Community	500
03-24	Construction of Chloramine Conversion Improvements Install improvements to water system for conversion to chloramine disinfection as required by San Francisco Public Utilities Commission.	Water	568
03-25	Shoreline Maintenance Facility, Design Design a permanent facility for City employees stationed at Shoreline Regional Park.	Shoreline Community	500
03-26	Street Tree Reinventory Update inventory that was last conducted in 1993 to provide current information on tree locations, size and condition.	CIP Reserve C/C Tax	35 20
03-27	Renovate Greenside Bunkers at Shoreline Golf Links Corrects drainage problems for 30 greenside bunkers and adds new bunkers on holes 2, 10, 12, and 17 correcting fairway separation and pace of play problems.	Shoreline Golf Links	280
03-28	Crittenden Athletic Field Renovation Renovation correcting severe drainage and overuse problems.	CIP Reserve C/C Tax	58 162

FISCAL YEAR 2002-03
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Project</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2002/2003</u>
03-29	Stevens Creek Trail Pedestrian Overcrossing Moffett Blvd. @ Highway 85, Design Design replacement of at-grade pedestrian crossing of Moffett Boulevard at Highway 85.	Shoreline Community	\$ 300
03-30	Golf Car Facility, Design and Construction Design and construct a facility at Shoreline Golf Links to house 75 electric golf cars and electrical recharging equipment.	Shoreline Community	2,400
03-31	Downtown Parking Structure No. 2, Construction Construct a three story, four level above-ground parking structure on Parking Lot 3 at California and Bryant, with provision to convert the ground level to retail use in the future.	Parking Dist. Revitalization Other (Bonds)	2,366 3,000 7,500
03-32	Grant Road Traffic Signal Interconnect Upgrade Upgrade signal interconnect between Bentley Square and Bryant.	CIP Reserve Gas Tax Other (TFCA Grant)	100 70 250
03-33	Mercy Street Trail Access Relocation Relocate Stevens Creek Trail neighborhood access at easterly end of Mercy Street to Franklin Way at Landels School.	C/C Tax Park Land Fund	16 104
00-16	Community Center Construction Funding Combines all funds formerly set aside in outer years for construction scheduled for fiscal 2002/03.	CIP Reserve	1,100

FISCAL YEAR 2002-03
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Project</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2002/2003</u>
01-48	Evelyn Avenue Construction, Pioneer to Bernardo		
	Reconstruct Evelyn Avenue between Pioneer Way and Bernardo Avenue.	CIP Reserve	\$ 992
		C/C Tax	700
		Wastewater	200
		Gas Tax	200
		Other (Meas. A/B, TEA, Grants, Developer Reimb.)	<u>2,300</u>
		Total	<u>\$31,138</u>
FY 2002/2003 PROJECTS FUNDING SUMMARY			
	CIP Reserve Fund		\$ 2,494
	Construction/Conveyance Tax Fund		2,784
	Water Fund		3,424
	Wastewater Fund		1,530
	Storm Drain Fund		26
	Solid Waste Management Fund		(8)
	Gas Tax Fund		1,072
	Shoreline Community Fund		4,374
	Shoreline Golf Links Fund		320
	Parking District Fund		1,820
	Transit Zone Funding		0
	Park Land Fund		104
	Revitalization		3,048
	Other Funding		<u>10,150</u>
		Total	<u>\$31,138</u>

TOP TEN PROPERTY OWNERS

Fiscal Year 2001-02
(Dollars in Thousands)

OWNER	PRIMARY USE	ASSESSED VALUATION	PERCENTAGE OF TOTAL ASSESSED VALUATION
Silicon Graphics Inc.	Unsecured	\$ 453,769	4.17%
Alza Corporation	Industrial	175,499	1.61%
BP Shoreline Technology Park	Industrial	174,659	1.60%
Sun Microsystems Inc.	Unsecured	128,758	1.18%
Board of Trustees Leland Stanford University	Industrial	120,000	1.10%
Mission West Shoreline LLC	Industrial	112,579	1.03%
Sobrato Interests III	Residential	105,259	0.97%
Richard Peery Trustee	Industrial	102,677	0.94%
Netscape Communications Corp.	Unsecured	92,483	0.85%
First Security Bank Trustee	Industrial	88,252	0.81%
Subtotal		<u>\$ 1,553,935</u>	<u>14.26%</u>

Fiscal Year 2001-2002 Total Net Assessed Valuation \$ 10,899,894,606.

Source: Santa Clara County Assessor Fiscal Year 2001-02 Combined Tax Rolls (as of September 2001)

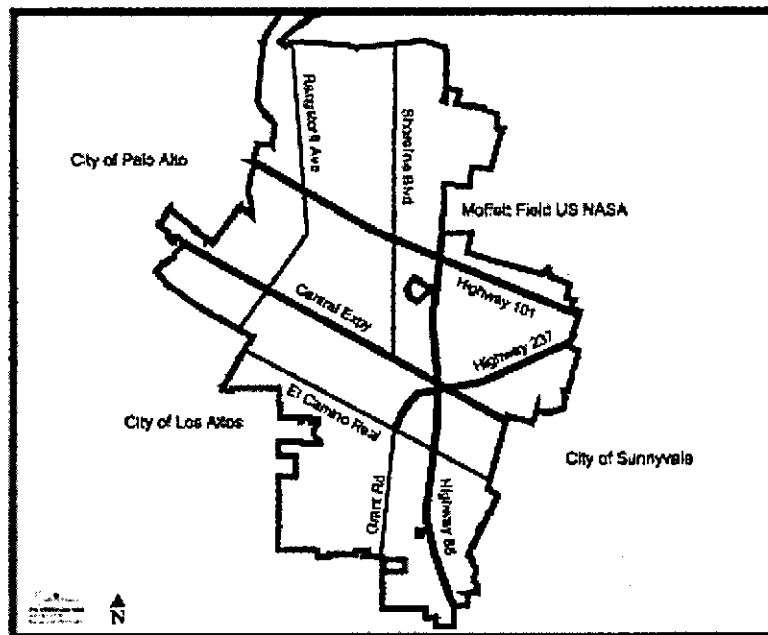
CITY OF MOUNTAIN VIEW, CALIFORNIA COMMUNITY PROFILE

History

The City of Mountain View is a charter city incorporated on November 7, 1902 and is celebrating its centennial birthday this year. The City operates under a council-manager form of government. The seven council members are elected at large for four-year terms that are staggered so three or four seats are filled at the general municipal election in November of every even-numbered year. Service on the Council is limited to two consecutive terms. Each year in January, the Council elects one of its members as Mayor and another as Vice-Mayor.

Location

Located in the heart of Silicon Valley, the City occupies approximately 12 square miles and is approximately 36 miles southeast of the City of San Francisco and 15 miles northwest of the City of San Jose (the County seat).



Climate

The climate is mild. The average temperatures during the summer months are in the mid-70's while during the winter they are in the high 50's. Rand McNally ranks Mountain View's climate the eighth most desirable of 329 metropolitan areas.

**CITY OF MOUNTAIN VIEW, CALIFORNIA
COMMUNITY PROFILE
(Continued)**

Transportation

Several major freeways and roads run through the City; U.S. Highway 101, California State Highway 85, Route 237, California State Highway 82 (known as El Camino Real) and Central Expressway. The City is also conveniently located near Interstate Highway 280. The City is bisected by CalTrains and is the northwest terminus of the County's Light Rail System. San Francisco International Airport is located 25 miles north of the City and San Jose International Airport is located 15 miles to the south.

Land Use Distribution

	<u>Total Acres</u>	<u>Percent of Total</u>
Residential	2,848	46%
Commercial	720	12%
Industrial	1,262	21%
Other	1,214	20%
Vacant	94	1%

Housing

There are a total of 32,780 housing units in the City of Mountain View. The median housing value for a single family home is \$650,000; for a condo/townhouse is \$375,000. Housing units - owner occupied: 13,604 (41.5%); renter occupied: 19,176 (58.5%). Vacancy rate: 3.67%.

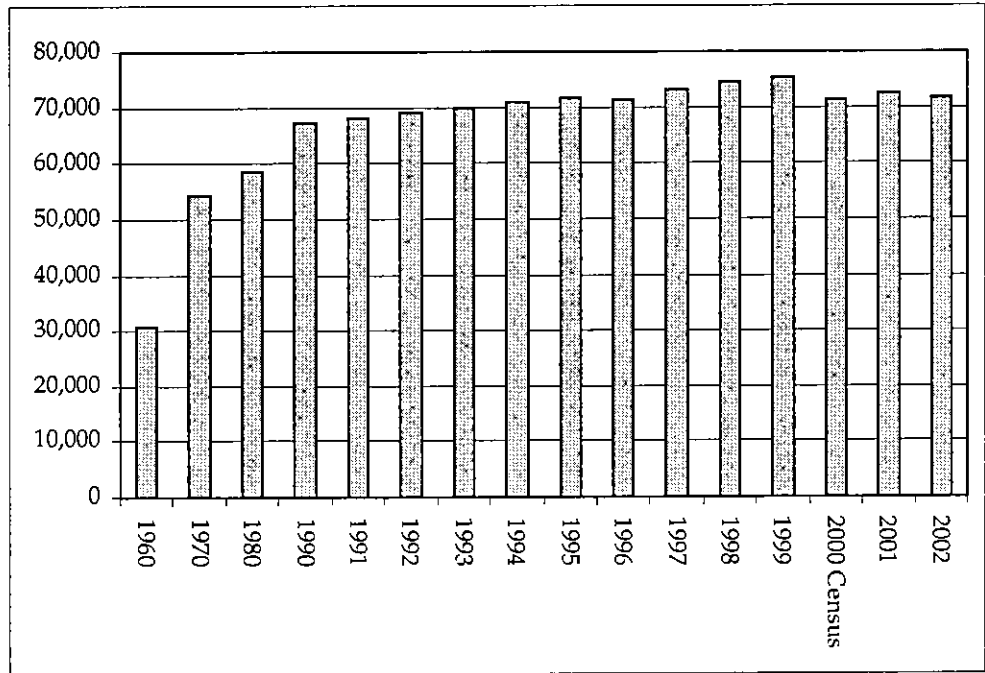
Recreation

The City enjoys many recreational facilities including operation of an eighteen hole golf course, a 644 acre regional park with a boat house and a sailing lake, and an outdoor amphitheater which seats 25,000.

**CITY OF MOUNTAIN VIEW, CALIFORNIA
COMMUNITY PROFILE
(Continued)**

Population

1960.....	30,889
1970.....	54,132
1980.....	58,722
1990.....	67,460
1991.....	68,071
1992.....	69,070
1993.....	69,875
1994.....	70,835
1995.....	71,496
1996.....	71,300
1997.....	73,100
1998.....	74,700
1999....	75,200
2000....	71,369
2001....	72,242
2002....	71,610



Sources: California State Department of Finance

Largest Employers

<u>Employer</u>	<u>Type of Business</u>	<u># of Employees</u>
Synopsis, Inc.	Chip Development Software & Services	1,626
Veritas Software Global Corporation	Software	1053
Acuson Corporation	Diagnostic Imaging Systems	960
WebTV Networks, Inc.	Computer Software & Hardware	944
Intuit Corporation	Financial Software	909
KPMG	Consulting & Tax Services	900
Silicon Graphics, Inc.	Graphic Workstations	636
Microsoft Corporation	Software	588
General Dynamics Electronic Systems	Electronics	550
Sun Microsystems, Inc.	Software	466

**CITY OF MOUNTAIN VIEW, CALIFORNIA
COMMUNITY PROFILE
(Continued)**

Financial Status

City	Population *	Adopted General Fund Revenues	Adopted General Fund Appropriations	Adopted Total Budget**
Mountain View	71,610	\$ 72,739,000	\$ 70,633,000	\$ 148,569,000
Los Altos	27,900	20,000,000	18,291,000	26,446,000
Cupertino	52,200	47,997,000	52,792,000	66,691,000
Palo Alto	60,500	126,167,000	125,908,000	339,346,000
Milpitas	63,800	61,802,000	61,802,000	105,496,000
Santa Clara	104,300	116,003,000	115,587,000	463,265,000
Sunnyvale	132,800	96,575,000	107,125,000	217,285,000
San Jose	918,000	833,523,000	833,523,000	3,034,000,000

Source: Revenues, Appropriations and Budget obtained from respective cities

* Estimates as of 1/1/02, obtained from the California State Department of Finance.

** Amounts exclude transfers

COMPUTATION OF LEGAL DEBT MARGIN

June 30, 2002
(Dollars in Thousands)

Assessed value (net) - June 30, 2002 (1)	\$ <u>8,525,437</u>
Debt limit: 15% of assessed value	1,278,815
Less total bonded debt, general obligation	<u>0</u>
Legal debt margin (2)	\$ <u>1,278,815</u>

(1) Source: Cal Muni. Does not include tax increment districts.

(2) The legal debt margin for the City of Mountain View, California, is calculated using a debt limit of 15 percent of the assessed value of property within the City limits.

DEBT SERVICE REQUIREMENTS
AS OF JUNE 30, 2002
(Dollars in Thousands)

<u>Type of Indebtedness</u>	<u>Maturity</u>	<u>Interest Rates</u>	<u>Authorized and Issued</u>	<u>Outstanding as of June 30, 2002</u>
<u>Revenue and Tax Allocation Bonds(a)</u>				
Shoreline Regional Park Community:				
1993 Tax Allocation Bonds	2018	3.1 - 5.75%	25,465	20,415
1996 Tax Allocation Bonds	2021	4.0 - 5.6%	21,750	19,285
2001 TA Refunding Bonds	2016	3.5 - 5.25%	17,520	<u>17,520</u>
Total revenue and tax allocation bonds				<u>57,220</u>
<u>Special Assessment Debt with Governmental Commitment(b)</u>				
	Up to 2020	4.1 - 8.2%	6,016	<u>2,713</u>
<u>Certificates of Participation</u>				
City of Mountain View:				
2001 Refunding (a)	2015	3.5 - 4.75%	10,720	10,720
Revitalization Authority:				
1995 Refunding (a)	2016	4.0 - 6.0%	9,175	<u>7,485</u>
Total certificates of participation				<u>18,205</u>
Total long-term debt				<u>\$78,138</u>

Debt service payments are generally made from the following sources:

- (a) Transfers from the General Fund and property taxes transferred from the Special Revenue Funds to the Debt Service Funds.
- (b) Special assessment revenues recorded in the Special Assessment Debt Service Fund.

ANNUAL DEBT SERVICE PAYMENTS BY ENTITY

	<u>2000-01</u> <u>AUDITED</u>	<u>2001-02</u> <u>ADOPTED</u>	<u>2002-03</u> <u>ADOPTED</u>
City of Mountain View			
2001 Refunding Certificates of Participation (COPs)			
Principal	0	0	590,000
Interest	0	0	428,419
TOTAL City of Mountain View Refunding COPs 2001	<u>0</u>	<u>0</u>	<u>1,018,419</u>
Mountain View Capital Improvements Financing Authority (MVCIFA)			
1992 Revenue Bonds*			
Principal	\$ 2,055,000	2,175,000	0
Interest	2,274,483	2,158,745	0
TOTAL MVCIFA 1992 Revenue Bonds*	<u>4,329,483</u>	<u>4,333,745</u>	<u>0</u>
SHORELINE REGIONAL PARK COMMUNITY			
1992 Tax Allocation (TA) Refunding Bonds			
Principal	1,005,000	1,060,000	0
Interest	1,176,762	1,122,815	0
Total 1992 TA Refunding Bonds	<u>2,181,762</u>	<u>2,182,815</u>	<u>0</u>
1993 Series A Tax Allocation Bonds			
Principal	690,000	725,000	760,000
Interest	1,202,165	1,178,266	1,141,504
Total 1993 Series A TA Bonds	<u>1,892,165</u>	<u>1,903,266</u>	<u>1,901,504</u>
1996 Series A Tax Allocation Bonds			
Principal	515,000	540,000	565,000
Interest	1,086,320	1,068,688	1,042,849
Total 1996 Series A TA Bonds	<u>1,601,320</u>	<u>1,608,688</u>	<u>1,607,849</u>
2001 Tax Allocation Refunding Bonds			
Principal	0	0	870,000
Interest	0	0	757,115
Total 2001 TA Refunding Bonds	<u>0</u>	<u>0</u>	<u>1,627,115</u>
TOTAL Shoreline Regional Park Community	<u>5,675,247</u>	<u>5,694,769</u>	<u>5,136,468</u>

ANNUAL DEBT SERVICE PAYMENTS BY ENTITY
(continued)

REVITALIZATION AUTHORITY

1995 Refunding Certificates of Participation			
Principal	310,000	325,000	340,000
Interest	<u>447,183</u>	<u>434,055</u>	<u>418,590</u>
TOTAL Revitalization Authority	<u>757,183</u>	<u>759,055</u>	<u>758,590</u>
TOTAL DEBT SERVICE REQUIREMENTS	\$ <u>10,761,913</u>	<u>10,787,569</u>	<u>6,913,477</u>

* The 1992 Revenue Bonds are funded by the General Fund and the Shoreline Regional Park Community Fund. These bonds were refinanced and separated during Fiscal Year 2001-02 resulting in the City of Mountain View 2001 Refunding COPs and the Shoreline Regional Park Community 2001 Tax Allocation Refunding Bonds.

Note: Interest payment includes Trustee fees.

FINANCIAL AND BUDGETARY POLICY

Budget Policies:

- The adopted budget shall serve as the annual financial plan for the City. This financial plan shall include the goals and objectives set by the City Council and the level of services determined by the City Council.
- A balanced budget will be adopted annually, whereby operating expenditures shall not exceed operating revenues.
- Performance and workload measures, which reflect the effectiveness, efficiency or workload of departmental operations, will be included in the annual budget.

Revenue & Expenditure Policies:

- The development and maintenance of diversified and reliable revenue streams will be the primary revenue policy of the City. The City will focus its efforts to optimize existing revenue sources while periodically reviewing potential new revenue sources.
- Revenues and expenditures will be forecast for the upcoming budget year and the four subsequent years.
- Revenues and expenditures will be estimated conservatively using information provided by State and other governmental agencies, trending of historical information and other relevant information.
- Fees and charges for services will be evaluated and, if necessary, adjusted annually. The City's objective in setting fees and charges for services is to achieve a reasonable level of cost recovery for services that are not provided to, or do not benefit the community as a whole.
- A good internal control structure assuring that only properly authorized expenditures are made will be maintained.
- Expenditures will be controlled at the fund and department level and will not exceed appropriations without City Council authorization. Appropriations lapse at the end of the fiscal year to the extent that they have not been expended or encumbered.
- Obligations of the City will be recognized when incurred. Encumbrances will be used for outstanding commitments. Encumbrances outstanding at year-end will be carried over to the next fiscal year and are automatically reappropriated for inclusion in the next fiscal year's budget.

Reserve Policies:

- The General Fund Contingency Reserve, with a policy level to be equal to approximately 5 percent of the general operating budget, will be used for City Council approved expenditures not appropriated during the annual budget process and/or to cover unanticipated revenue shortfalls.

FINANCIAL AND BUDGETARY POLICY

(Continued)

- The General Fund Emergency Reserve, with a policy level to be equal to approximately 10 percent of the general fund operating budget, will be used only in situations of extreme physical or financial emergency and with the approval of the City Council.
- The Revenue Stabilization Reserve shall be established to generate revenue from investment earnings and provide funds for inter-fund loans and advances.
- The Budget Transition Reserve shall be established to strategically position the City to adjust to lower revenues during economically challenging times.
- The Property Management Reserve shall be established to provide a source of funds for obligations which could arise from the City's leasing of property in the North Bayshore Area, including legal, environmental testing or other costs normally incurred by a lessor.
- The Capital Improvement Projects Reserve, with a policy level of a minimum of \$5 million, will be used for the funding of capital improvement projects authorized by the City Council. To the extent possible, General Operating Fund carryovers remaining from the end of the fiscal year, not designated for other reserve purposes, may be applied to this Reserve.
- The Strategic Property Acquisition Reserve shall be established for the purpose of setting aside specific funds to be used for the acquisition of strategic property(ies).
- The Compensated Absences Reserve shall fund the City's obligation for employees' accrued vacation and sick leave.
- The Equipment Replacement Reserve shall be maintained for the replacement of capital equipment.
- The Workers' Compensation Reserve shall be maintained at a level deemed adequate to meet projected liabilities as determined by an actuarial evaluation to be conducted at least once every three years.
- The Liability Self-Insurance Reserve shall be maintained at a minimum level of \$2 million plus an amount to fund incurred claims.
- The Unemployment Self-Insurance Reserve and the Employee Benefits Plan Reserve will be reviewed annually and maintained at a level adequate to meet estimated unemployment and employee benefit liabilities, respectively.
- The Employee Benefits Plan Reserve will be reviewed annually and maintained at a level adequate to meet estimated benefit liabilities.

FINANCIAL AND BUDGETARY POLICY

(Continued)

- The Retirees' Health Plan Reserve will be reviewed annually with a funding goal adequate to meet projected liabilities as determined by an actuarial evaluation to be conducted periodically.
- The Water Fund Reserve shall be maintained at a minimum of the following:
 - 1) 10 percent of operating budget for emergency
 - 2) 15 percent of operating budget for contingency and rate stabilization
 - 3) \$2 million for capital improvements
- The Wastewater Fund Reserve shall be maintained at a minimum of the following:
 - 1) 10 percent of operating budget for emergency
 - 2) 15 percent of operating budget for contingency and rate stabilization
 - 3) \$1 million for capital improvements
- The Solid Waste Fund Reserve shall be maintained at a minimum of the following:
 - 1) 10 percent of operating budget for emergency
 - 2) 15 percent of operating budget for contingency and rate stabilization

Capital Improvement Policies:

- A five-year comprehensive Capital Improvement Plan (CIP), identifying proposed major construction projects, capital equipment outlays, land acquisition and other capital improvement expenditures, and providing an analysis of the estimated funding available and necessary to fund these projects, shall be prepared each year and presented to the City Council for approval.
- The plan shall identify all proposed projects to be initiated during the five-year period.
- The first year of the five-year plan shall be appropriated annually. The appropriations for each project are ongoing until project completion, project cancellation or amendment.
- The adopted capital improvement budget shall only include those projects which can reasonably be accomplished or substantially started within the fiscal year.
- Recurring annual projects shall be closed out at the end of the fiscal year or as soon as all related expenditures have been paid.
- Capital projects will be reviewed on an annual basis for amendments or potential closure/cancellation.
- A list of unscheduled projects (projects not included in the five-year period) will be identified in the five-year plan as an indication of potential future projects.
- Future potential ongoing operating costs associated with a project will be identified with the project in the five-year plan.

FINANCIAL AND BUDGETARY POLICY (Continued)

Cash Management and Investment Policies:

- The City will follow modern cash management practices that require active revenue oversight, prompt collection, deposit and investment of all funds and cash flow management which maximizes the amount of invested cash balanced with the timely payment of obligations.
- The City will invest all funds in accordance with the Investment policy based on the following criteria:
 - 1) Safety of investment
 - 2) Maintenance of sufficient liquidity to meet cash flow needs
 - 3) Attainment of a total rate of return consistent with the requirements of the City's Investment Policy
- The City shall conduct all of its investment activities in accordance with the California Government Code Section 53600 and the City's investment policy.
- The City's investment policy shall be updated as necessary and approved by the City Council on an annual basis. A complete report on the City's investment portfolio shall be presented to the City Council on a regular basis.
- A cash flow analysis shall be prepared on a monthly basis in order to estimate the amount of funds available for investment.

Accounting Policies:

- A financial accounting system adequate to provide management information and meet reporting requirements shall be maintained.
- A system of effective internal controls will be maintained that assures only properly authorized expenditures, recordings of financial transactions and accounting entries are executed.
- The City's financial records will be audited annually by an independent accounting firm as required by the City Charter.
- A Comprehensive Annual Financial Report (CAFR) shall be prepared each year within six months of the close of the previous fiscal year.
- The CAFR shall be prepared in accordance with generally accepted accounting principles applicable to local governments.

FINANCIAL AND BUDGETARY POLICY

(Continued)

Debt Management Policies:

- Long-term borrowing will be restricted to the funding of capital improvement projects and equipment. The use of long-term borrowing for ongoing operations shall be avoided.
- Debt obligations will be met in a timely and efficient manner.
- The term of the debt shall not exceed the expected useful life of the capital improvement project or equipment.
- The City will comply with all debt covenants.
- The City will not exceed its legal debt margin limit of 15 percent of assessed value of property within the City limits.
- Refunding techniques will be used where appropriate to allow for the restructuring of its current outstanding debt to remove or change restrictive covenants, and/or to reduce annual debt service in an amount sufficient to justify the costs of the refunding/reissuance.

Risk Management Policies:

- The City will maintain an appropriate level of funding or insurance coverage for exposure to risks of financial loss through self-insurance, partial self-insurance, commercial insurance, or pooled insurance, whichever form is the most cost effective in the long term.
- City property shall be appropriately insured or self-insured to cover the City's losses through theft, destruction, fire and other insurable perils.
- All liability-type losses and claims that occur with predictable frequency and which will not have a significant adverse impact on the City's financial position shall be self-insured to an appropriate level. The City shall be insured or self-insured for unemployment insurance and workers' compensation insurance.
- An annual survey shall be made of all insurance and self-insurance to monitor and compare costs.

GLOSSARY

Accounting System - The total structure of records and procedures which identify, record, classify, summarize, and report information on the financial position and results of operations of a government.

Adjusted Budget - The Adopted Budget plus/minus any mid-year Council action.

Adopted Budget - The final budget document in which formal action is taken by the City Council to set the spending plan for the fiscal year.

Adoption - Formal action by the City Council to accept a document.

Annual Budget - The total budget for a given fiscal year as approved by City Council.

Appropriation - A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose.

Assessed Valuation - A value established by the County Assessor which approximates fair market value of real or personal property. By state law, one hundred percent of the property value is used for determining the basis for levying property taxes.

Bonds - A written promise to pay a sum of money on a specific date at a specified interest rate.

Budget - A financial plan identifying estimated revenues, planned expenditures and levels of service.

Budget Adjustment - Any change approved by council after the formal adoption of the budget.

Capital Improvement Program (CIP) - Annual appropriations for capital projects such as City buildings, general plan update, park renovations, etc. These projects are usually multi-year, and thus extend beyond the annual budget. The CIPs are supported by a five-year expenditure plan detailing funding sources and expenditure amounts.

Capital Outlay - Expenditures that result in the acquisition of assets with an estimated useful life of more than two years and a unit cost of \$3,000 or more (account classification 56100's).

COLA - Cost of living adjustment.

Contingency - A budgeted reserve set aside for emergency or unanticipated expenditures and revenue shortfalls.

Consumer Price Index (CPI) - A statistical measure of price levels provided by the U.S. Department of Labor signifying the cost of living and economic inflation.

Certificates of Participation (C.O.P.)- Provides long term financing through a lease, installment of sale agreement or loan agreement.

Debt Retirement Costs - Costs associated with the retirement of debt.

Debt Service - The payment of principal and interest on borrowed funds such as bonds.

Debt Service Fund - An account used to track the monies set aside for debt service.

Department - The highest organizational unit which is responsible for managing divisions within a functional area.

Division - An organizational unit that provides a specific service within a department.

Ending Balance - The excess of a fund's accumulation of revenues over its expenditures.

Estimated Revenue - The amount of revenue expected in some period.

Expenditure - The use of financial resources typically spent for goods or services.

Fiscal Year - A 12-month period specified for recording financial transactions. The City of Mountain View's fiscal year starts on July 1 and ends on the following June 30.

Full-Time Equivalent (FTE) - Part-Time and Hourly positions expressed as a fraction of Full-Time Positions (2080 hours per year). Example: 3 positions working 1/2 time equal 1 1/2 FTEs.

Fund - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

General Fund - Accounts for the operations of the City which are not recorded in other funds.

General Government - A grouping of departments that support those which give direct service to the public.

Goals - A set of criteria to be achieved within a certain time period.

Grant Funds - Monies received from another government such as the State or Federal Government, usually restricted to a specific purpose.

Gross - Amount prior to any deductions.

IFAS - The accounting and budgetary system used by the City of Mountain View.

Infrastructure - A substructure or underlying foundation on which the continuance or growth of a community depends: roads, schools, transportation systems, etc.

Interdepartmental Charges - Charges from one department or fund to another department or fund within the City of Mountain View.

Interfund Expenditure - An expenditure reported in one department or fund that is generated by another department or fund within the governmental entity.

Interfund Transfers - Movement of money from one fund to another within the City of Mountain View.

Intergovernmental Revenue - Grants, entitlements and cost reimbursements from another federal, state or local governmental unit.

Labor Chargeback- An account used to credit salaries and benefits when time is charged to a capital improvement project or another fund or department for services provided.

Maintenance and Operations - Cost of upkeep and running of property or equipment (account classification 55200's).

Materials and Supplies - Expenditures for goods used to support operations (account classification 55100's).

Mission Statement - A broad direction based on the needs of the community. A mission is general and timeless; it is not concerned with a specific achievement in a given time period.

Net - Amount after consideration of any adjustments.

Objective - Something aimed at or strived for.

Operating Budget - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending and service delivery activities of a government are controlled.

Other Expenses - All expenditures not recorded in other major account classifications (account classification 55500's).

Other Fund - A fund which accounts for resources that are legally restricted to expenditures for specific operational purposes.

Overhire Position - A position created for temporary use above the approved budgeted number of positions. This is used as an overlap when someone is retiring, out on disability, etc.

Performance/Workload Measures - Number or percentage of work category completed or performed. The performance/workload measures provide an indicator of the amount of work performed or measures the quality of effectiveness of work performed by a department or program from year to year.

PERS - Public Employees Retirement System.

Personnel Services - Salaries and benefits paid to City employees (account classification 54100-54300's).

Position Classification - Includes job titles, job grades, and job families for an overall job level.

Professional/Technical Services - Expertise purchased from external sources (account classification 55400's).

Property Tax Apportionment - The allotment of direct taxes on the basis of population.

Proposed Budget - The initial spending plan for the fiscal year presented to the City Council before adoption.

Proposition 4/GANN Initiative Limit - The City is required, under Article XIII B of the State Constitution, to limit appropriations from proceeds of taxes. The annual appropriation limit is based on data received from the State, including various growth measures such as population, CPI, and non-residential construction changes.

Reserves - An account classification used to indicate that a portion of fund resources is not available for appropriation and subsequent spending.

Revenue Enhancements - Any action that increases current revenue sources or creates new ones.

Section 1103 of City Charter - Mandates that the City Manager will send a careful estimate, in writing detailing the amount of expenditures required to ensure the proper conduct of business at all levels the City Manager has control of, and an estimate of incomes expected.

Secured Debt - Debt guaranteed by the pledge of assets or other collateral.

Services to Other Departments - Includes interdepartmental charges and credits received for work performed for another department or fund (account classification 54100).

Significant Changes - Any change resulting in an increase in the budget of more than the expense guidelines provided by the City Manager. The expense guideline for Fiscal Year 2002-03 is a 0% increase over Fiscal Year 2001-02.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Unsecured Debt - Obligation not backed by the pledge of specific collateral.

Utilities - A public service such as gas, electricity, or water. Also used to account for expenditures for services such as gas, electricity, water, refuse collection, etc. (account classification 55300's).

Utility Rolls - Utility property assessed by the State Board of Equalization.

ADOPTED FISCAL YEAR 2002-03 BUDGET - FUND GROUP SUMMARIES

	BEGINNING BALANCE	REVENUES	TOTAL AVAILABLE	EXPENDI- TURES	DEBT SERVICE	CAPITAL PROJECTS	INTRFD TRANSFERS	TOTAL EXPENDI- TURES	OTHER	ENDING BALANCE
<u>GENERAL FUND</u>										
General Operating	\$ 0	72,739,224	72,739,224	68,574,823	1,018,419	0	1,039,972	70,633,214	(2,106,010)	0
<u>SPECIAL REVENUE</u>										
Gas Tax	\$ 471,932	1,617,540	2,089,472	0	0	1,072,000	1,021,290	2,093,290	0	(3,818)
Construction Tax	6,298,223	2,533,540	8,831,763	0	0	2,784,000	30,000	2,814,000	0	6,017,763
Developer Fees	840,964	5,070	846,034	25,000	0	0	0	25,000	0	821,034
Revitalization Authority	3,300,739	2,848,460	6,149,199	442,050	758,590	3,048,000	727,602	4,976,242	0	1,172,957
Shoreline Golf Links	2,209,918	4,206,570	6,416,488	3,441,471	0	320,000	414,572	4,176,043	0	2,240,445
Parking District #2	2,590,915	473,950	3,064,865	140,872	0	1,820,000	109,012	2,069,884	0	994,981
Supp Law Enforcement	43,302	146,509	189,811	189,811	0	0	0	189,811	0	0
CDBG	0	1,446,000	1,446,000	1,339,000	0	0	0	1,339,000	0	107,000
Local Law Enforcement	138,477	11,397	149,874	0	0	0	0	0	0	149,874
Cable Television	1,327,748	750,500	2,078,248	530,500	0	0	265,000	795,500	0	1,282,748
Shoreline Regional										
Park Community	33,910,171	21,440,998	55,351,169	5,516,479	5,136,468	4,374,000	1,954,176	16,981,123	0	38,370,046
TOTAL	\$ 51,132,389	35,480,534	86,612,923	11,625,183	5,895,058	13,418,000	4,521,652	35,459,893	0	51,153,030
<u>CAPITAL PROJECTS</u>										
Storm Drain	\$ 683,913	47,104	731,017	0	0	26,000	0	26,000	0	705,017
Park Land Dedication	3,107,057	376,419	3,483,476	0	0	103,741	0	103,741	(1,617,038)	1,762,697
TOTAL	\$ 3,790,970	423,523	4,214,493	0	0	129,741	0	129,741	(1,617,038)	2,467,714

ADOPTED FISCAL YEAR 2002-03 BUDGET - FUND GROUP SUMMARIES

(continued)

	BEGINNING BALANCE	REVENUES	TOTAL AVAILABLE	EXPENDI- TURES	DEBT SERVICE	CAPITAL PROJECTS	INTRFD TRANSFERS	TOTAL EXPENDI- TURES	OTHER	ENDING BALANCE
<u>ENTERPRISE</u>										
Water	\$ 8,022,805	15,395,062	23,417,867	12,413,513	0	3,424,000	133,421	15,970,934	(4,738,691)	2,708,242
Wastewater	13,671,529	10,274,949	23,946,478	11,099,602	0	1,530,000	297,867	12,927,469	(8,644,914)	2,374,095
Solid Waste Mgmt	8,564,920	8,513,957	17,078,877	8,599,728	0	0	232,078	8,831,806	(2,315,155)	5,931,916
TOTAL	\$ 30,259,254	34,183,968	64,443,222	32,112,843	0	4,954,000	663,366	37,730,209	(15,698,760)	11,014,253
<u>INTERNAL SERVICE</u>										
Equip Maint & Repl	\$ 10,928,752	3,757,798	14,686,550	3,753,131	0	0	91,353	3,844,484	(10,906,460)	(64,394)
Workers' Compensation	4,578,305	1,441,787	6,020,092	1,774,080	0	0	0	1,774,080	(2,807,528)	1,438,484
Unemployment	545,208	73,412	618,620	67,250	0	0	0	67,250	0	551,370
Liability	4,343,326	994,660	5,337,986	1,018,340	0	0	0	1,018,340	(743,324)	3,576,322
Retirees Health	11,504,925	682,036	12,186,961	715,193	0	0	0	715,193	(10,508,050)	963,718
Employee Benefits	302,735	77,445	380,180	112,090	0	0	0	112,090	0	268,090
TOTAL	\$ 32,203,251	7,027,138	39,230,389	7,440,084	0	0	91,353	7,531,437	(24,965,362)	6,733,590
<u>GENERAL FUND RESERVE FUNDS</u>										
Reserves	\$ 60,569,152	12,421,131	72,990,283	906,383	0	2,494,000	10,304,174	13,704,557	(3,323,657)	55,962,069
TOTAL	\$ 60,569,152	12,421,131	72,990,283	906,383	0	2,494,000	10,304,174	13,704,557	(3,323,657)	55,962,069
GRAND TOTAL	\$ 177,955,016	162,275,518	340,230,534	120,659,316	6,913,477	20,995,741	16,620,517	165,189,051	(47,710,827)	127,330,656

GENERAL OPERATING FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 12,825,286	13,338,330	14,261,679	13,752,380
Sales Tax	24,108,167	19,873,140	16,715,021	17,569,640
Other Local Taxes	9,487,297	9,958,000	7,805,660	8,427,710
Licenses, Permits & Fees	6,117,548	6,049,910	4,727,860	4,190,650
Fines & Forfeitures	458,048	405,000	537,639	517,000
Use of Money & Property	9,644,289	9,588,870	9,959,208	9,384,330
Intergovernmental	4,986,111	4,960,260	4,973,912	4,777,620
Charges for Services	3,688,498	2,592,330	2,292,981	1,995,160
Other Revenues	1,079,721	525,600	1,156,792	907,980
Interfund Revenues & Transfers	8,419,340	8,353,140	8,305,833	9,157,000
Loan Repayments	1,894,252	1,894,252	1,894,251	2,059,754
Total	<u>82,708,557</u>	<u>77,538,832</u>	<u>72,630,836</u>	<u>72,739,224</u>
Expenditures and Uses of Funds:				
Operations	57,400,542	67,168,149	62,720,184	67,856,361
Debt Service Payments	2,135,518	2,150,930	1,867,719	1,018,419
Self Insurance	921,368	981,785	977,687	718,462
Transfer to Equip Replace Res	1,600,000	1,633,250	1,633,250	1,039,972
Transfer to Other Funds	<u>0</u>	<u>0</u>	<u>82,292</u>	<u>0</u>
Total	<u>62,057,428</u>	<u>71,934,114</u>	<u>67,281,132</u>	<u>70,633,214</u>
Revenues and Sources Over (Under) Expenditures and Uses	20,651,129	5,604,718	5,349,704	2,106,010
Economic Stabilization Contingency	(1,467,177)	(5,604,718)	(5,349,704)	(2,106,010)
Beginning Balance, July 1	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30*	<u>\$ 19,183,952</u>	<u>0</u>	<u>0</u>	<u>0</u>

The General Operating Fund accounts for the operations of the City which are not recorded in other funds.

* Balance less any reserves for encumbrances and changes in assets and liabilities, is transferred to various reserves after the end of the fiscal year.

GAS TAX FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 88,488	80,009	73,882	72,040
2105 Funds	461,867	445,740	451,694	446,000
2106 Funds	346,982	336,020	328,296	319,000
2107 Funds	605,256	599,090	593,883	575,000
2107.5 Funds	7,500	7,500	7,500	7,500
Traffic Congestion Relief (AB2928)	541,891	0	164,246	198,000
Capital Projects Refunds	4,982	0	288,988	0
Total	<u>2,056,966</u>	<u>1,468,359</u>	<u>1,908,489</u>	<u>1,617,540</u>
Expenditures and Uses of Funds:				
Capital Projects	1,035,000	1,084,000	1,276,000	1,072,000
Transfer to General Fund	752,074	785,920	785,920	1,021,290
Total	<u>1,787,074</u>	<u>1,869,920</u>	<u>2,061,920</u>	<u>2,093,290</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	269,892	(401,561)	(153,431)	(475,750)
Beginning Balance, July 1	<u>355,471</u>	<u>625,363</u>	<u>625,363</u>	<u>471,932</u>
Ending Balance, June 30	<u>\$ 625,363</u>	<u>223,802</u>	<u>471,932</u>	<u>(3,818) *</u>

1. Section 2105 Funds: Expenditure of funds apportioned may be made for any street purpose. Funds apportioned to the City are on a per capita basis. In order to receive any allocation pursuant to this section the City shall annually expend from its General Fund for street and highway purposes an amount not less than the annual average of its expenditures from its General Fund during the 1987-88, 1988-89 and 1989-90 fiscal years as reported to the Controller pursuant to Section 2151.
2. Section 2106 and 2107 Funds: Expenditure of funds apportioned may be made for any street purpose. This includes construction, purchase of right-of-way, or maintenance. Funds are apportioned as follows: (a) 2106: \$4,800 fixed amount and a per capita distribution; (b) 2107: a per capita distribution, and interest earnings.
3. Section 2107.5 Funds-Engineering: Funds are required to be used exclusively for engineering and administrative costs in respect to streets and roads. The amount of \$7,500 apportioned to the City is based on population.

Expenditures of this fund are limited to specific purposes as prescribed by law; primarily road construction, maintenance and certain administrative costs. All expenditures are audited by the State Controller's Office.

* This deficit balance will be replenished from anticipated capital project refunds.

CONSTRUCTION TAX - REAL PROPERTY CONVEYANCE TAX FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Real Property Conveyance Tax	\$ 4,414,566	2,000,000	4,054,461	2,000,000
Construction Tax - Residential	0	1,000	0	0
Construction Tax - Other	76,523	50,000	38,225	35,000
Investment Earnings	536,254	469,709	535,300	498,540
Transfer from General Fund	2,084	0	0	0
Capital Projects Refunds	<u>116,278</u>	<u>0</u>	<u>414,578</u>	<u>0</u>
Total	<u>5,145,705</u>	<u>2,520,709</u>	<u>5,042,564</u>	<u>2,533,540</u>
Expenditures and Uses of Funds:				
Capital Projects	2,393,244	3,815,000	3,815,000	2,784,000
Transfer to General Fund	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
Total	<u>2,423,244</u>	<u>3,845,000</u>	<u>3,845,000</u>	<u>2,814,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	2,722,461	(1,324,291)	1,197,564	(280,460)
Beginning Balance, July 1	<u>2,378,198</u>	<u>5,100,659</u>	<u>5,100,659</u>	<u>6,298,223</u>
Ending Balance, June 30	<u>\$ 5,100,659</u>	<u>3,776,368</u>	<u>6,298,223</u>	<u>6,017,763</u>

The Construction Tax and Real Property Conveyance Tax Fund revenues are derived from fees authorized by Mountain View Code, Section 29.63. The Real Property Conveyance Tax is assessed at \$1.65 for each \$500 of real property transferred in the City. These revenues are to be used for the implementation of the Capital Improvements Program.

DEVELOPER FEES FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Below Market Housing In Lieu Fees	\$ 0	0	344,544	0
Transit Oriented Development	0	0	1,972,782	0
Investment Earnings	<u>2,513</u>	<u>0</u>	<u>51,305</u>	<u>5,070</u>
Total	<u>2,513</u>	<u>0</u>	<u>2,368,631</u>	<u>5,070</u>
Expenditures and Uses of Funds:				
Expenditures	0	25,000	255,180	25,000
Capital Projects	<u>0</u>	<u>0</u>	<u>1,275,000</u>	<u>0</u>
Total	<u>0</u>	<u>25,000</u>	<u>1,530,180</u>	<u>25,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	2,513	(25,000)	838,451	(19,930)
Beginning Balance, July 1	<u>0</u>	<u>2,513</u>	<u>2,513</u>	<u>840,964</u>
Ending Balance, June 30	\$ <u><u>2,513</u></u>	<u><u>(22,487)</u></u>	<u><u>840,964</u></u>	<u><u>821,034</u></u>

The Below Market Rate Housing Program requires that 10.0% of all new residential units be affordable to low and moderate income households. A developer may pay a fee in lieu of providing these units. These funds will then be used to provide affordable housing approved by City Council. The City has contracted with the Housing Authority of Santa Clara County to provide the administrative support for this program.

A developer may apply for a Transit Oriented Development (TOD) Overlay Zone and a TOD permit which would require that development to provide certain transit related improvements as a condition of the increased density. A developer may pay the City to provide these improvements.

REVITALIZATION AUTHORITY FUND
Statement of Revenues, Expenditures and Balances

	Audited Actual 2000-01	Adopted Budget 2001-02	Unaudited Actual 2001-02	Adopted Budget 2002-03
Revenues and Sources of Funds:				
Property Taxes	\$ 1,938,651	1,804,170	2,453,260	2,665,720
Investment Earnings	117,803	115,180	171,312	182,740
Other Revenues	1,494	0	1,366	0
Transfer - Parking District	0	0	63,430	0
Transfer - General Fund	0	0	36,516	0
Transfer - Capital Proj Refund	0	0	55,876	0
Total	2,057,948	1,919,350	2,781,760	2,848,460
Expenditures and Uses of Funds:				
Operations	79,876	313,445	111,103	339,688
General Fund Administration	94,948	96,850	96,850	101,690
Certificates of Participation	707,777	759,055	722,806	758,590
Housing Set Aside	387,730	360,834	490,652	533,144
Capital Projects	0	0	0	3,048,000
Self Insurance	445	578	577	672
General Fund Loan Repayments	23,748	23,748	218,748	187,846
Transfer to General Fund	6,000	6,000	6,000	6,000
Transfer to Equip Replace Res	1,429	743	743	612
Total	1,301,953	1,561,253	1,647,479	4,976,242
Revenues and Sources Over (Under)				
Expenditures and Uses	755,995	358,097	1,134,281	(2,127,782)
Beginning Balance, July 1	1,410,463	2,166,458	2,166,458	3,300,739
Ending Balance, June 30	\$ 2,166,458	2,524,555	3,300,739	1,172,957
Housing Set Aside Fund*	\$ 1,247,625	1,608,459	1,905,593	2,501,787

Creation of a Revitalization Authority was authorized by Council Ordinance No. 38.69, adopted October 27, 1969. The initial project area is the Civic Center shopping area, as provided in Council Resolution 8507, adopted December 15, 1969. Financing of capital improvements may include tax increment financing as authorized by the California Redevelopment Law (Section 33670 of State Health and Safety Code).

	Total Assessed Value	Frozen Base	Tax Increment Value
Actual 1996-97	\$98,506,888	\$12,770,160	\$85,736,728
Actual 1997-98**	\$111,986,194	\$21,235,200	\$90,750,994
Actual 1998-99	\$125,444,984	\$21,235,200	\$104,209,784
Actual 1999-2000	\$139,030,493	\$21,235,200	\$117,795,293
Actual 2000-01	\$156,026,173	\$21,235,200	\$134,790,973
Unaudited 2001-02	\$197,824,921	\$21,235,200	\$176,589,721
Adopted 2002-03	\$225,004,417	\$21,235,200	\$203,769,217

The Revitalization Authority receives tax increment derived from the difference in the frozen base year value and the current fiscal year assessed value.

* \$809,000 of future funds are designated to the Efficiency Studios project.

** The County made a correction to the frozen base for Fiscal Year 1997-98.

SHORELINE GOLF LINKS FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 152,410	186,990	163,443	143,570
Green Fees	1,880,953	2,483,700	2,407,235	2,697,000
Golf Car/Other Rentals	338,702	350,000	352,195	350,000
Range Revenue	444,522	450,000	485,950	480,000
Retail Sales	384,565	340,000	457,008	426,000
Golf Lessons/Club Repair	96,885	100,000	160,877	100,000
Concessions	11,011	10,000	12,817	10,000
Other Revenues	53,786	0	71,597	0
Capital Projects Refunds	7,575	0	93,546	0
Total	<u>3,370,409</u>	<u>3,920,690</u>	<u>4,204,668</u>	<u>4,206,570</u>
Expenditures and Uses of Funds:				
Operations	2,599,364	2,813,175	2,851,285	2,991,142
Capital Projects	1,015,000	370,000	355,000	320,000
General Fund Administration	200,000	300,000	300,000	400,000
Self Insurance	24,236	34,022	33,830	50,329
Transfer to General Fund	0	0	0	250,000
Transfer to Equip Replace Res	76,336	145,902	145,902	164,572
Total	<u>3,914,936</u>	<u>3,663,099</u>	<u>3,686,017</u>	<u>4,176,043</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(544,527)	257,591	518,651	30,527
Beginning Balance, July 1	<u>2,235,794</u>	<u>1,691,267</u>	<u>1,691,267</u>	<u>2,209,918</u>
Ending Balance, June 30	<u>\$ 1,691,267</u>	<u>1,948,858</u>	<u>2,209,918</u>	<u>2,240,445</u>

The Shoreline Golf Links Fund was created to record expenditures related to the City's operation of the Golf Course. The City commenced direct management of the course on December 1, 1995.

PARKING DISTRICT #2 FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 52,871	57,489	51,465	48,070
Permit Revenues	59,363	60,000	69,371	71,280
Investment Earnings	201,727	168,285	214,174	192,330
Rents and Leases	67,695	45,000	92,967	0
Homeowner's Tax Exemption	2,203	3,918	2,204	1,770
Maintenance Assessment	161,172	160,000	158,578	160,000
Other Revenues	757,473	2,000	1,469	500
Parking In Lieu Fees	221,000	0	195,000	0
Capital Projects Refunds	63,740	0	177,694	0
Total	<u>1,587,244</u>	<u>496,692</u>	<u>962,922</u>	<u>473,950</u>
Expenditures and Uses of Funds:				
Operations	98,225	137,940	96,136	137,150
Capital Projects	750,000	332,000	332,000	1,820,000
General Fund Administration	3,000	3,000	3,000	3,000
Self Insurance	0	607	604	722
Transfer to General Fund	108,400	108,400	108,400	108,400
Transfer to Revitalization	0	0	63,430	0
Transfer to Shoreline Park Community	0	0	79,516	0
Transfer to Equip Replace Res	409	743	743	612
Total	<u>960,034</u>	<u>582,690</u>	<u>683,829</u>	<u>2,069,884</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	627,210	(85,998)	279,093	(1,595,934)
Beginning Balance, July 1	1,684,612	2,311,822	2,311,822	2,590,915
Reserve for Future Parking	<u>(1,084,239)</u>	<u>(863,620)</u>	<u>(1,116,336)</u>	<u>0</u>
Ending Balance, June 30	<u>\$ 1,227,583</u>	<u>1,362,204</u>	<u>1,474,579</u>	<u>994,981</u>

The Parking District is a maintenance assessment district in the downtown Castro Street area created to provide for and maintain parking lots. In addition to property tax revenues, an annual assessment is levied on properties in the district. The Mountain View City Code requires that as a condition of approval for any development within the Downtown Parking District, the developer or owner shall provide the required off-street parking, pay the parking in lieu fee established by Council or a combination of the two. These funds are collected and reserved to fund the construction of new parking spaces.

SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
COPs Grant	\$ 164,895	150,000	144,398	146,509
Other Revenues	<u>10,417</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>175,312</u>	<u>150,000</u>	<u>144,398</u>	<u>146,509</u>
Expenditures and Uses of Funds:				
Expenditures	<u>193,644</u>	<u>211,066</u>	<u>217,114</u>	<u>189,811</u>
Total	<u>193,644</u>	<u>211,066</u>	<u>217,114</u>	<u>189,811</u>
Revenues and Sources Over (Under) Expenditures and Uses	(18,332)	(61,066)	(72,716)	(43,302)
Beginning Balance, July 1	<u>134,350</u>	<u>116,018</u>	<u>116,018</u>	<u>43,302</u>
Ending Balance, June 30	\$ <u><u>116,018</u></u>	<u><u>54,952</u></u>	<u><u>43,302</u></u>	<u><u>0</u></u>

The Supplemental Law Enforcement Services Fund receives revenues from a state grant to counties and cities to fund additional front-line law enforcement services. Each city is required to report periodically to an oversight committee in their county.

* This program has been proposed for reduction by the Governor for Fiscal Year 2002-03. However, this has not been reflected as the amount of the reduction that will be adopted in the State budget is not known at this time.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 6,907	7,000	139,693	7,000
Federal Grant	203,109	891,000	2,377,773	865,000
Home Program	251,866	477,000	868,080	474,000
Loan Repayments	135,851	3,000	65,407	100,000
Capital Project Refund	53,892	0	0	0
Other Revenues	<u>0</u>	<u>0</u>	<u>8,666</u>	<u>0</u>
Total	<u>651,625</u>	<u>1,378,000</u>	<u>3,459,619</u>	<u>1,446,000</u>
Expenditures and Uses of Funds:				
Expenditures	373,681	1,416,000	3,439,619	1,339,000
Loan	<u>224,050</u>	<u>0</u>	<u>20,000</u>	<u>0</u>
Total	<u>597,731</u>	<u>1,416,000</u>	<u>3,459,619</u>	<u>1,339,000</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	53,894	(38,000)	0	107,000
Reprogrammed Revenue	0	30,000	0	0
Beginning Balance, July 1	<u>(53,894)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30	<u>\$ 0</u>	<u>(8,000)</u>	<u>0</u>	<u>107,000</u>

The Community Development Block Grant Fund derives its revenues from grants received from the Department of Housing and Urban Development. The intent of the program is to enhance the physical development of the community. Public services are also eligible to a limited extent.

LOCAL LAW ENFORCEMENT BLOCK GRANT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 4,888	0	9,154	0
Federal Grant	241,973	0	102,574	0
Transfer - General Fund Reserve	<u>10,000</u>	<u> </u>	<u>6,609</u>	<u>11,397</u>
Total	<u>256,861</u>	<u>0</u>	<u>118,337</u>	<u>11,397</u>
Expenditures and Uses of Funds:				
Expenditures	<u>126,635</u>	<u>0</u>	<u>125,920</u>	<u>0</u>
Total	<u>126,635</u>	<u>0</u>	<u>125,920</u>	<u>0</u>
Revenues and Sources Over (Under) Expenditures and Uses	130,226	0	(7,583)	11,397
Beginning Balance, July 1	<u>15,834</u>	<u>146,060</u>	<u>146,060</u>	<u>138,477</u>
Ending Balance, June 30	<u>\$ 146,060</u>	<u>146,060</u>	<u>138,477</u>	<u>149,874</u>

A Federal grant from the Local Law Enforcement Block Grant Program/Crime Control Act of 1996 allocates funding to local law enforcement agencies for community policing. The grant program requires matching funds of a minimum of 10% of the total program costs. An adopted grant amount is not included as the U.S. Department of Justice (DOJ) does not approve the final amount until after the City's budget is adopted. Upon receipt of final notification from DOJ, staff will return to Council with the grant information for a mid-year budget amendment.

CABLE TELEVISION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
<u>City Operations:</u>				
Revenues and Sources of Funds:				
Franchise Fees (3.0%)	\$ 298,243	288,060	383,865	384,000
TCI Lease Payment (PEG Support)	<u>73,000</u>	<u>73,000</u>	<u>73,000</u>	<u>73,000</u>
Total	<u>371,243</u>	<u>361,060</u>	<u>456,865</u>	<u>457,000</u>
Expenditures and Uses of Funds:				
Expenditures	308,741	274,005	313,463	237,000
Transfer to General Fund	<u>149,121</u>	<u>144,030</u>	<u>191,932</u>	<u>265,000</u>
Total	<u>457,862</u>	<u>418,035</u>	<u>505,395</u>	<u>502,000</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(86,619)	(56,975)	(48,530)	(45,000)
City Operations-Beginning Balance, July 1	<u>712,897</u>	<u>626,278</u>	<u>626,278</u>	<u>577,748</u>
City Operations-Ending Balance, June 30	<u>626,278</u>	<u>569,303</u>	<u>577,748</u>	<u>532,748</u>
<u>Public Access:</u>				
Revenues and Sources of Funds:				
Franchise Fee (2.0%)	198,829	192,040	255,908	256,000
Interest Earnings	<u>43,034</u>	<u>41,250</u>	<u>41,484</u>	<u>37,500</u>
Total	<u>241,863</u>	<u>233,290</u>	<u>297,392</u>	<u>293,500</u>
Expenditures and Uses of Funds:	<u>244,207</u>	<u>233,290</u>	<u>299,066</u>	<u>293,500</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(2,344)	0	(1,674)	0
Public Access-Beginning Balance, July 1	<u>754,018</u>	<u>751,674</u>	<u>751,674</u>	<u>750,000</u>
Public Access-Ending Balance, June 30*	<u>751,674</u>	<u>751,674</u>	<u>750,000</u>	<u>750,000</u>
City Operations/Public Access Balance	<u>\$ 1,377,952</u>	<u>1,320,977</u>	<u>1,327,748</u>	<u>1,282,748</u>

Ordinance No. 4.96, adopted on July 30, 1996 amended Chapter 37 of the Mountain View City Code relating to Cable Television franchise regulations in its entirety. It is anticipated that all expenditures incurred by the City will be recovered by franchise fee revenue.

Fees are separated and used for two purposes: 3.0% is used for City operations and the remaining 2.0% is used for public access programming. City Council has currently committed the "2.0%" public access revenue to Mountain View Community Television plus one-half of the "3.0%" of City operation revenue. The remaining one half of the "3.0%" is General Fund revenue.

* A balance of \$750,000 is maintained for public access with interest earnings paid monthly to Mountain View Community Television.

SHORELINE REGIONAL PARK COMMUNITY FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual 2000-01	Adopted Budget 2001-02	Unaudited Actual 2001-02	Adopted Budget 2002-03
Revenues and Sources of Funds:				
Property Taxes	\$ 20,694,382	21,292,570	23,175,509	19,670,778
Investment Earnings	1,709,115	1,348,440	1,941,321	1,640,220
Rents and Leases	123,195	98,000	116,171	115,000
Other Revenues	69,897	15,000	56,009	15,000
Capital Projects Refunds	94,612	0	4,102,836	0
Transfer from Parking District	0	0	79,516	0
Transfer from General Fund	0	0	45,776	0
Total	22,691,201	22,754,010	29,517,138	21,440,998
Expenditures and Uses of Funds:				
Operations	2,109,053	2,337,296	1,989,433	2,489,249
Capital Projects	3,448,600	2,934,000	3,249,000	4,374,000
General Fund Administration	2,697,004	2,750,950	2,750,950	2,997,270
Principal - 1992 TA Refunding Bonds	1,005,000	1,060,000	1,060,000	0
Interest - 1992 TA Refunding Bonds	1,184,474	1,122,815	557,111	0
Principal - 1993 Tax Alloc Bonds	690,000	725,000	725,000	760,000
Interest - 1993 Tax Alloc Bonds	1,200,832	1,178,265	1,166,210	1,141,504
Principal - 1996 Tax Alloc Bonds	515,000	540,000	540,000	565,000
Interest - 1996 Tax Alloc Bonds	1,085,121	1,068,688	1,060,014	1,042,849
Principal - 2001 Tax Alloc Bonds	0	0	0	870,000
Interest - 2001 Tax Alloc Bonds	0	0	411,797	757,115
General Fund Loan Repayment	1,894,252	1,894,252	1,894,251	1,894,252
Bond Call	0	4,500,000	4,141,850	0
Self Insurance	8,119	21,049	20,969	29,960
Transfer to General Fund	9,000	0	8,092	0
Transfer to Equip Replace Res	24,493	23,331	23,331	59,924
Total	15,870,948	20,155,646	19,598,008	16,981,123
Revenues and Sources Over (Under)				
Expenditures and Uses	6,820,253	2,598,364	9,919,130	4,459,875
Beginning Balance, July 1	17,170,788	23,991,041	23,991,041	33,910,171
Ending Balance, June 30	\$ 23,991,041	26,589,405	33,910,171	38,370,046

Resolution 8184, February 10, 1969, endorsed a State Law to create the North Bayshore District. Subsequently, State Assembly Bill 1027 (1969), Chapter 1109 created the Community. Assessed values are as follows:

		<u>Total Assessed Value</u>	<u>Frozen Base</u>	<u>Tax Increment Value</u>
Actual	1996-97	\$1,125,846,291	\$35,460,276	\$1,090,386,015
Actual	1997-98*	\$1,324,607,149	\$37,141,721	\$1,287,465,428
Actual	1998-99	\$1,435,642,561	\$37,141,721	\$1,398,500,840
Actual	1999-2000	\$1,554,285,946	\$37,141,721	\$1,517,144,225
Actual	2000-01	\$1,921,454,024	\$37,141,721	\$1,884,312,303
Unaudited	2001-02	\$2,227,536,582	\$37,141,721	\$2,190,394,861
Adopted	2002-03	\$1,917,870,032	\$37,141,721	\$1,880,728,311

The Community receives tax increment derived from the difference in the frozen base year value and the current year assessed value.

* In FY 1997-98 the County made a correction to the frozen base.

STORM DRAIN CONSTRUCTION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 41,637	39,970	40,669	37,104
Existing Facilities & Front Footage	16,025	5,000	15,174	10,000
Capital Projects Refunds	<u>8,917</u>	<u>0</u>	<u>36,691</u>	<u>0</u>
Total	<u>66,579</u>	<u>44,970</u>	<u>92,534</u>	<u>47,104</u>
Expenditures and Uses of Funds:				
Capital Projects	<u>82,000</u>	<u>26,000</u>	<u>26,000</u>	<u>26,000</u>
Total	<u>82,000</u>	<u>26,000</u>	<u>26,000</u>	<u>26,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	(15,421)	18,970	66,534	21,104
Beginning Balance, July 1	<u>632,800</u>	<u>617,379</u>	<u>617,379</u>	<u>683,913</u>
Ending Balance, June 30	<u>\$ 617,379</u>	<u>636,349</u>	<u>683,913</u>	<u>705,017</u>

The Storm Drain Construction Fund revenues are derived from off-site drainage fees authorized by Mountain View Code Section 28.51. These revenues are to be used for storm drainage projects in the Capital Improvements Program.

PARK LAND DEDICATION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 383,485	341,987	425,909	376,419
Construction Fees	1,292,840	0	1,020,256	0
Capital Project Refunds	<u>0</u>	<u>0</u>	<u>5,911</u>	<u>0</u>
Total	<u>1,676,325</u>	<u>341,987</u>	<u>1,452,076</u>	<u>376,419</u>
Expenditures and Uses of Funds:				
Capital Projects	<u>3,433,380</u>	<u>163,000</u>	<u>667,756</u>	<u>103,741</u>
Total	<u>3,433,380</u>	<u>163,000</u>	<u>667,756</u>	<u>103,741</u>
Revenues and Sources Over (Under) Expenditures and Uses	(1,757,055)	178,987	784,320	272,678
Beginning Balance, July 1	4,079,792	2,322,737	2,322,737	3,107,057
Designated for future CIP's	<u>(405,756)</u>	<u>(242,756)</u>	<u>(1,617,038)</u>	<u>(1,617,038)</u>
Ending Balance, June 30	<u>\$ 1,916,981</u>	<u>2,258,968</u>	<u>1,490,019</u>	<u>1,762,697</u>

The Park Land Dedication Fund (previously named the Recreation Construction Fund) revenues are derived from fees authorized by Chapter 41 of the Mountain View City Code. These revenues are to be used for park and recreation projects. Effective FY 1997-98 each fee is approved and designated by Council after it is received. As this type of fee is dependent upon subdivision and single lot development, future fee revenue is no longer forecasted and budgeted in advance.

WATER FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 1,303,988	1,351,904	1,317,811	1,248,142
Water Sales	13,648,017	14,337,505	13,252,372	13,487,900
Connection Fees	10,280	5,000	12,475	10,000
Water Main Extensions	2,902	10,000	16,560	15,000
Other Revenues	395,691	230,000	402,170	230,000
Transfer - Wastewater	213,386	197,110	197,110	203,800
Transfer - Solid Waste Management	140,416	123,260	123,260	126,200
Transfers - Other	71,146	72,569	72,569	74,020
Capital Projects Refunds	0	0	379,324	0
Total	<u>15,785,826</u>	<u>16,327,348</u>	<u>15,773,651</u>	<u>15,395,062</u>
Expenditures and Uses of Funds:				
Operations	4,296,434	4,797,293	4,667,864	4,870,735
Water Purchased	5,525,727	5,919,987	5,473,328	5,650,910
Capital Projects	8,727,000	4,112,000	4,112,000	3,424,000
General Fund Administration	925,748	944,270	944,270	1,182,150
Depreciation	617,083	618,239	618,011	618,239
Self Insurance	238,629	70,653	70,332	91,479
Transfer to General Fund	46,279	141,740	141,740	0
Transfer to Equip Replace Res	108,993	135,538	135,538	133,421
Total	<u>20,485,893</u>	<u>16,739,720</u>	<u>16,163,083</u>	<u>15,970,934</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(4,700,067)	(412,372)	(389,432)	(575,872)
Net Change In Non Current Assets	627,083	618,239	1,051,371	618,239
Beginning Balance, July 1	11,433,850	7,360,866	7,360,866	8,022,805
Reserve	<u>(4,903,263)</u>	<u>(5,356,930)</u>	<u>(5,356,930)</u>	<u>(5,356,930)</u>
Ending Balance, June 30	<u>\$ 2,457,603</u>	<u>2,209,803</u>	<u>2,665,875</u>	<u>2,708,242</u>

The Water Fund accounts for the operation and maintenance of all facilities required to supply, distribute and meter the water used by consumers in the City's service area.

WASTEWATER FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Hazardous Materials Permits	\$ 236,266	250,000	248,792	250,000
Investment Earnings	1,003,402	1,026,832	944,363	909,518
Wastewater Charges	8,113,324	8,425,186	8,019,360	8,696,331
Connection Fees	59,335	27,000	26,562	27,000
Blended Water Charges	382,770	350,000	371,746	350,000
Wastewater Main Extensions	47,367	30,000	35,572	30,000
Other Revenues	104,741	12,100	123,083	12,100
Capital Projects Refunds	2,365	0	164,989	0
Total	<u>9,949,570</u>	<u>10,121,118</u>	<u>9,934,467</u>	<u>10,274,949</u>
Expenditures and Uses of Funds:				
Operations	2,753,357	3,395,730	2,657,609	3,454,446
Water Quality Control Plant	5,254,597	5,469,873	5,595,105	6,032,990
Capital Projects	1,569,000	2,169,000	2,169,000	1,530,000
General Fund Administration	911,012	929,230	929,230	1,085,620
Depreciation	475,206	467,257	478,241	475,206
Self Insurance	16,400	36,882	36,720	51,340
Transfer to General Fund	46,279	48,540	48,540	0
Transfer to Water Fund	213,386	197,110	197,110	203,800
Transfer to Equip Replace Res	100,013	95,602	95,602	94,067
Total	<u>11,339,250</u>	<u>12,809,224</u>	<u>12,207,157</u>	<u>12,927,469</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(1,389,680)	(2,688,106)	(2,272,690)	(2,652,520)
Net Change In Non Current Assets	485,206	467,257	634,629	475,206
Beginning Balance, July 1	16,214,064	15,502,021	15,309,590	13,671,529
Reserve	<u>(10,419,120)</u>	<u>(9,450,120)</u>	<u>(9,450,120)</u>	<u>(9,120,120)</u>
Ending Balance, June 30	<u>\$ 4,890,470</u>	<u>3,831,052</u>	<u>4,221,409</u>	<u>2,374,095</u>

This fund accounts for the operation and maintenance of all facilities (including Mountain View's share of operation costs of the Palo Alto Regional Water Quality Control Plant) required to transport and process wastewater. Chapter 35 of the City of Mountain View Code authorizes the collection of a wastewater service charge, a connection charge and an existing facility and front footage charge.

SOLID WASTE MANAGEMENT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 357,648	369,437	419,794	381,921
Intergovernmental	149,241	158,000	117,003	128,000
Waste Disposal Charges	9,804,043	9,043,299	8,270,981	7,996,036
Sale of Recycled Material	472,186	22,000	37,454	0
Other Revenues	117,791	0	79,369	0
Capital Projects Refunds	0	0	297	8,000
City Revenues	10,900,909	9,592,736	8,924,898	8,513,957
Foothill Revenues	8,811,006	9,013,466	8,502,666	9,080,847
Total	<u>19,711,915</u>	<u>18,606,202</u>	<u>17,427,564</u>	<u>17,594,804</u>
Expenditures and Uses of Funds:				
Operations	2,472,977	2,503,418	2,021,201	2,595,527
Collection and Disposal	5,820,288	5,911,678	5,451,202	5,283,193
Capital Projects	25,000	128,000	128,000	0
General Fund Administration	536,242	546,970	546,970	633,580
Depreciation	18,183	44,224	16,105	44,224
Self Insurance	14,444	32,448	32,448	43,204
Transfer to General Fund	16,512	17,240	17,240	0
Transfer to Water Fund	140,416	123,260	123,260	126,200
Transfer to Equip Replace Res	43,679	106,592	106,592	105,878
City Expenditures	9,087,741	9,413,830	8,443,018	8,831,806
Payments to Foothill	8,811,006	9,013,466	8,502,666	9,080,847
Total	<u>17,898,747</u>	<u>18,427,296</u>	<u>16,945,684</u>	<u>17,912,653</u>
Revenues and Sources Over (Under) Expenditures and Uses	1,813,168	178,906	481,880	(317,849)
Net Change In Non Current Assets	18,183	44,224	16,105	44,224
Beginning Balance, July 1	6,235,584	8,066,935	8,066,935	8,564,920
Reserves	<u>(2,374,989)</u>	<u>(2,374,989)</u>	<u>(2,359,379)</u>	<u>(2,359,379)</u>
Ending Balance, June 30	<u>\$ 5,691,946</u>	<u>5,915,076</u>	<u>6,205,541</u>	<u>5,931,916</u>

The Solid Waste Management Fund is responsible for the collection, transportation, recycling and disposal services of the City. It also funds two of the City's landfill post closure maintenance activities. Revenue and payments for Foothill Disposal Company (Foothill) are included for informational purposes only, a budget is not adopted for Foothill.

EQUIPMENT MAINTENANCE AND REPLACEMENT INTERNAL SERVICE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 504,508	450,596	553,322	479,307
Interfund Service Charges	1,427,056	1,599,600	1,439,041	1,662,100
Other Revenues	107,169	0	92,197	0
Intergovernmental	2,000	0	0	0
Transfer - General Fund	1,600,000	1,633,250	1,633,250	1,039,972
Transfer - General Fund Reserve	68,992	0	0	0
Transfer - Other	<u>372,089</u>	<u>526,497</u>	<u>526,497</u>	<u>576,419</u>
Total	<u>4,081,814</u>	<u>4,209,943</u>	<u>4,244,307</u>	<u>3,757,798</u>
Expenditures and Uses of Funds:				
Operations	1,368,154	1,580,026	1,327,573	1,581,533
Equipment Purchases	1,025,533	1,570,900	1,240,840	2,171,598
Capital Projects	30,000	0	0	0
Transfer to Water Fund	71,146	72,569	72,569	74,020
Transfer to Equip Replace Res	<u>16,737</u>	<u>18,046</u>	<u>18,046</u>	<u>17,333</u>
Total	<u>2,511,570</u>	<u>3,241,541</u>	<u>2,659,028</u>	<u>3,844,484</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	1,570,244	968,402	1,585,279	(86,686)
Net Change In Non Current Assets	17,018	0	(46,501)	0
Beginning Balance, July 1	7,802,712	9,389,974	9,389,974	10,928,752
Equipment Replacement Reserve	<u>(9,448,022)</u>	<u>(10,499,925)</u>	<u>(10,972,873)</u>	<u>(10,906,460)</u>
Ending Balance, June 30	<u>\$ (58,048)</u>	<u>(141,549)</u>	<u>(44,121)</u>	<u>(64,394)</u>

Equipment maintenance activities were separated from the General Fund and established as an Internal Service Fund in Fiscal Year 1984-85. The purpose of this fund is to account for centralized fleet maintenance costs and to bill all funds utilizing maintenance services a proportionate charge. In addition, this fund accounts for certain equipment replacement requirements of the City.

WORKERS' COMPENSATION SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 216,028	193,305	233,946	216,830
Interfund Service Charges	953,473	1,330,066	1,330,066	1,224,957
Transfer - Liability Insurance	<u>1,000,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>2,169,501</u>	<u>1,523,371</u>	<u>1,564,012</u>	<u>1,441,787</u>
Expenditures and Uses of Funds:				
Expenditures	<u>1,311,694</u>	<u>1,677,957</u>	<u>1,444,996</u>	<u>1,774,080</u>
Total	<u>1,311,694</u>	<u>1,677,957</u>	<u>1,444,996</u>	<u>1,774,080</u>
Revenues and Sources Over (Under) Expenditures and Uses	857,807	(154,586)	119,016	(332,293)
Beginning Balance, July 1	3,601,482	4,459,289	4,459,289	4,578,305
Reserve - Future Claims Payable	<u>(2,807,528)</u>	<u>(2,807,528)</u>	<u>(2,807,528)</u>	<u>(2,807,528)</u>
Ending Balance, June 30	<u>\$ 1,651,761</u>	<u>1,497,175</u>	<u>1,770,777</u>	<u>1,438,484</u>

The City implemented a self-insurance program for Workers Compensation benefits on September 7, 1975 as authorized by Council Resolution No. 10581. This program provides for State mandated insurance benefits (salary and medical costs) for employees who are injured on the job.

Financially, this fund is composed of resources for current operating expenditures, future costs of previously incurred injury claims and reserves for catastrophic losses. This fund also provides for the administration of safety and loss prevention programs throughout the City to reduce the probability of incurring future catastrophic claims against the City.

UNEMPLOYMENT SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 26,385	24,522	28,128	25,302
Interfund Service Charges	<u>48,613</u>	<u>46,737</u>	<u>46,737</u>	<u>48,110</u>
Total	<u>74,998</u>	<u>71,259</u>	<u>74,865</u>	<u>73,412</u>
Expenditures and Uses of Funds:				
Expenditures	<u>17,317</u>	<u>67,250</u>	<u>21,385</u>	<u>67,250</u>
Total	<u>17,317</u>	<u>67,250</u>	<u>21,385</u>	<u>67,250</u>
Revenues and Sources Over (Under) Expenditures and Uses	57,681	4,009	53,480	6,162
Beginning Balance, July 1	<u>434,047</u>	<u>491,728</u>	<u>491,728</u>	<u>545,208</u>
Ending Balance, June 30	\$ <u><u>491,728</u></u>	<u><u>495,737</u></u>	<u><u>545,208</u></u>	<u><u>551,370</u></u>

The City implemented a self-insurance program for unemployment benefits on March 13, 1978 as authorized by Council Resolution No. 11975. This program provides for State and Federal mandated unemployment insurance benefits for employees.

LIABILITY INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 246,694	265,191	215,416	196,742
Other Revenues	38,014	0	40,045	0
Interfund Service Charges	<u>766,000</u>	<u>583,340</u>	<u>583,340</u>	<u>797,918</u>
Total	<u>1,050,708</u>	<u>848,531</u>	<u>838,801</u>	<u>994,660</u>
Expenditures and Uses of Funds:				
Expenditures	1,404,830	910,917	738,178	1,018,340
Transfer to Workers Compensation	<u>1,000,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>2,404,830</u>	<u>910,917</u>	<u>738,178</u>	<u>1,018,340</u>
Revenues and Sources Over (Under) Expenditures and Uses	(1,354,122)	(62,386)	100,623	(23,680)
Beginning Balance, July 1	5,596,825	4,781,868	4,242,703	4,343,326
Reserve - Future Claims	<u>(743,324)</u>	<u>(743,324)</u>	<u>(743,324)</u>	<u>(743,324)</u>
Ending Balance, June 30	<u>\$ 3,499,379</u>	<u>3,976,158</u>	<u>3,600,002</u>	<u>3,576,322</u>

On August 11, 1980, Council approved a self-insurance program for liability insurance effective September 1, 1980. Existing provisions include:

1. \$500,000 self-insurance retention (SIR).
2. \$19.5 million coverage above the SIR through ACCEL joint powers authority, for a total of \$20.0 million.
3. Claims approval authority to \$30,000.
4. Collision coverage only for certain high-value vehicles.

Liability claims adjusting and monthly claims analysis reports are provided by a third party professional claims adjusting firm. The City acts as its own agent and controls risk to limit liability loss exposure. Other insurance such as fire, fidelity bonds and other coverages are not self-insured and are paid directly from the General Operating Fund. There is a \$500,000 self-insurance retention for each liability incident. The minimum reserve and balance for future claims of \$2.0 million is maintained in accordance with Council policy.

RETIREES' HEALTH PROGRAM INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 559,438	604,165	607,752	556,876
Other Revenue	10,632	0	17,644	0
Interfund Service Charges	481,942	524,823	524,283	125,160
Transfer - General Fund Reserve	<u>2,000,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>3,052,012</u>	<u>1,128,988</u>	<u>1,149,679</u>	<u>682,036</u>
Expenditures and Uses of Funds:				
Expenditures	<u>484,040</u>	<u>524,822</u>	<u>570,789</u>	<u>715,193</u>
Total	<u>484,040</u>	<u>524,822</u>	<u>570,789</u>	<u>715,193</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	2,567,972	604,166	578,890	(33,157)
Beginning Balance, July 1	8,358,063	10,926,035	10,926,035	11,504,925
Reserve	<u>(10,044,821)</u>	<u>(10,582,970)</u>	<u>(10,593,728)</u>	<u>(10,508,050)</u>
Ending Balance, June 30	<u>\$ 881,214</u>	<u>947,231</u>	<u>911,197</u>	<u>963,718</u>

This fund was established in Fiscal Year 1985-86 as a self-insurance fund to pay the health insurance premiums of retired City employees. An actuarial analysis to determine the fund's future liability has been conducted and the reserve has been supplemented as funds became available.

EMPLOYEE BENEFITS SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2000-01</u>	Adopted Budget <u>2001-02</u>	Unaudited Actual <u>2001-02</u>	Adopted Budget <u>2002-03</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 16,652	15,114	15,859	14,355
Other Revenues	3,905	0	0	0
Interfund Service Charges	<u>35,699</u>	<u>65,544</u>	<u>65,544</u>	<u>63,090</u>
Total	<u>56,256</u>	<u>80,658</u>	<u>81,403</u>	<u>77,445</u>
Expenditures and Uses of Funds:				
Expenditures	<u>51,299</u>	<u>111,044</u>	<u>56,131</u>	<u>112,090</u>
Total	<u>51,299</u>	<u>111,044</u>	<u>56,131</u>	<u>112,090</u>
Revenues and Sources Over (Under) Expenditures and Uses	4,957	(30,386)	25,272	(34,645)
Beginning Balance, July 1	<u>272,506</u>	<u>277,463</u>	<u>277,463</u>	<u>302,735</u>
Ending Balance, June 30	\$ <u><u>277,463</u></u>	<u><u>247,077</u></u>	<u><u>302,735</u></u>	<u><u>268,090</u></u>

The Employee Benefits Self Insurance Fund accounts for the City's self insured vision and other miscellaneous benefits.

RESERVES

Statement of Revenues, Expenditures and Balances

Revenues and Sources of Funds:

	General Fund Reserve	Contingency Reserve	Emergency Reserve	Revenue Stabilization Reserve	Budget Transition Reserve	Property Management Reserve	Capital Improvement Reserve	Strategic Property Acquisition Reserve	Compensated Absences *
Revenues	\$ 0	0	0	0	0	0	0	22,344	0
G. F. Carryover	2,106,010	0	0	0	0	0	0	0	0
Transfer	0	250,000	0	0	8,042,777	0	0	0	2,000,000
Total	2,106,010	250,000	0	0	8,042,777	0	0	22,344	2,000,000

Expenditures and Uses of Funds:

Expenditures	906,383	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0
Transfers	10,304,174	0	0	0	0	0	2,494,000	0	0
Total	11,210,557	0	0	0	0	0	2,494,000	0	0

Revenues and Sources Over (under) Expenditures and Uses

	(9,104,547)	250,000	0	0	8,042,777	0	(2,494,000)	22,344	2,000,000
Beginning Balance, July 1	24,480,302	3,492,037	7,250,000	5,695,569	1,500,000	1,600,000	7,745,667	4,552,331	4,253,246
Reserves	(3,323,657)	0	0	0	0	0	0	0	0
Ending Balance, June 30	\$ 12,052,098	3,742,037	7,250,000	5,695,569	9,542,777	1,600,000	5,251,667	4,574,675	6,253,246

* Appropriations for Compensated Absence Reserve are on an as needed basis up to the amount of the balance.

ADOPTED 2002-03 BUDGET - SCHEDULE OF INTERFUND TRANSFERS

EXPENDITURES	REVENUES						
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Reserve Funds
General Fund	\$		1,018,419			1,039,972	
Special Revenue Funds	3,762,788	533,144	5,895,058	13,418,000		225,720	
Capital Projects Funds				129,741			
Enterprise Funds				4,954,000	330,000	333,366	
Internal Service Funds					74,020	17,333	
Reserve Funds		11,397		2,494,000			10,292,777
TOTAL	\$3,762,788	544,541	6,913,477	20,995,741	404,020	1,616,391	10,292,777
							\$44,529,735

VII. FIVE-YEAR FORECAST

Preparation of the five-year revenue forecast is complicated by economic uncertainty and the State's expanding budget problems. In more stable times, the forecast can assist decision-making by providing a longer-term perspective on potential results of budget decisions. In the current economic climate, which has been impacted by unprecedented events such as September 11, a five-year projection is less reliable. Uncertain economic conditions are overshadowed by the magnitude of the State's problems and the likelihood they will impact local government and render the results of an economic forecast useless.

Historical Information, Major Assumptions and Forecast Methodology

The forecast is for Fiscal Years 2002-03 through 2006-07. In the past, staff has prepared two possible revenue scenarios—conservative and less conservative. However, the specter of the still unresolved State budget crisis looming over the new fiscal year and the uncertain economic climate undermines the usefulness of an alternate scenario. Thus, a single revenue forecast is presented.

After two fiscal years (1997-98 and 1998-99) of essentially flat revenue growth, total revenues increased 21.8 percent by the end of Fiscal Year 2000-01. This was driven primarily by growth in sales tax that allowed the City to expand services in high priority areas such as Fire, Police, Library and Youth Services. However, during those years of limited revenue growth, it was necessary to control expenditures to maintain a positive financial position. The unpredictability of sales tax makes long-term revenue projections exceedingly difficult.

As discussed during the budget process, most of the Fiscal Year 2001-02 General Operating Fund revenue sources, except Property Tax and Use of Money and Property, were below budget. The General Operating Fund has a \$5.3 million operating balance for Fiscal Year 2001-02. Some of these funds are recommended for one-time expenditures and supplementing of reserves. This is drastically different from the \$21.4 million operating balance of the prior fiscal year and reflects the current poor economic climate. Though many economists have declared the nation is in a slow recovery, the local economy, which is driven by the high-tech industry, remains in a slowdown. Many dot-com businesses have failed, other companies have laid off employees and continue to do so, and business-to-business sales are very slow. A secondary effect of these conditions is significantly reduced business travel, which impacts transient occupancy tax. As a result, the forecast assumes slow growth into the future.

Projections of the major revenue sources are based upon and affected by the variables discussed below:

- Sales tax revenue is subject to economic, technological and political challenges, and local business decisions. Currently, the most significant challenges are the severe decline in the market value of technology companies over the past few years, lay-offs, the decline in business-to-business sales and the decline in consumer confidence and spending. During the 2001-02 fiscal year, electronic businesses generated approximately 29.0 percent of total recurring sales tax revenue. Any changes in reporting or decline in the sales of those companies have a direct impact on the City's sales tax revenue and its ability to provide services.
- Sales tax revenue has dropped sharply (30.7 percent) in the 2001-02 fiscal year after two prior fiscal years of growth. It is projected to increase marginally in Fiscal Year 2002-03 as staff and some economists believe this summer will be the low point for the region and will be followed by a slow recovery. Forecasting the multivariate factors that determine future levels of sales tax revenue is complex and largely conjecture. It is likely the future will not be a simple projection of historical trends. The importance of sales tax revenue to City finances and the difficulty of projecting future revenues argues for caution in interpreting the results of this forecast.
- Property tax revenue is impacted by real property prices, assessed valuation, ownership changes triggering reassessments, the level of development activity and the proportionate share of that activity to the rate of growth in the remainder of Santa Clara County. The recent assessed value reductions implemented by the County Assessor will have a dampening effect on the rate of revenue growth into the future until the value is restored to the current market value.
- Other Taxes:
 - Transient Occupancy Tax is impacted by the number of hotel rooms, the room rate and occupancy rate.
 - Utility Users Tax is dependent on the cost of energy, customer base and consumption levels.
- Investment earnings are based on the portfolio balance and yield.
- Licenses, Permits and Service Charges are primarily impacted by the level of development in the City.

Expenditures are trended based on historical experience assumptions about future growth rates using information gathered from various sources, extrapolations based on

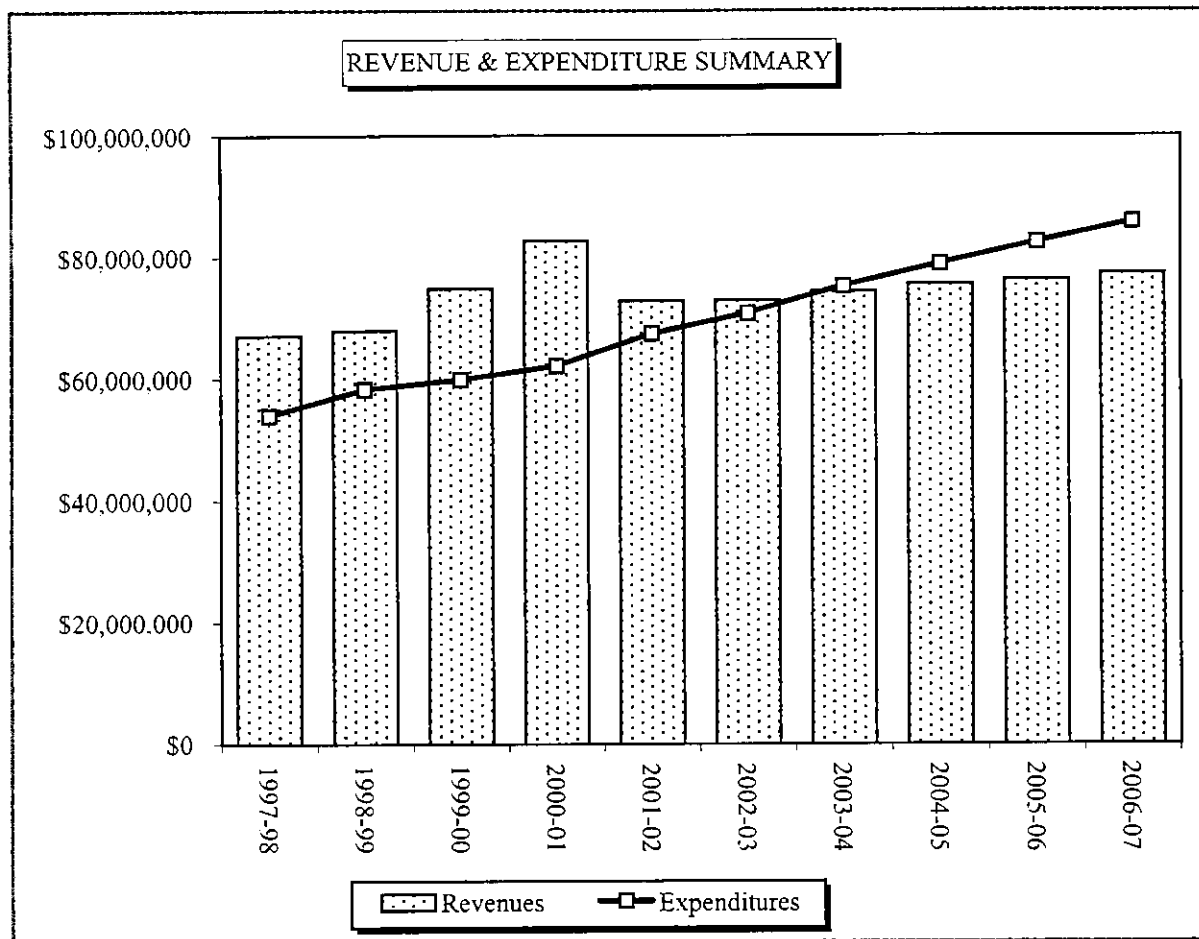
the 2001-02 fiscal year, previously negotiated labor agreements and future costs of the adopted Fiscal Year 2002-03 budget. The expenditure forecast does not assume any additional programs, positions or service level enhancements beyond those currently included in the 2002-03 fiscal year adopted budget.

Conclusion

The General Operating Fund balance in Fiscal Year 2003-04 indicates a negative balance of approximately \$852,000, growing to \$8.6 million by Fiscal Year 2006-07 and does not include any reservation for the Economic Stabilization Contingency after Fiscal Year 2002-03. The funding gap may be exacerbated by State actions implemented to resolve its fiscal crisis. This projection highlights the continuing necessity of managing the City's expenditures and developing all possible revenue sources.

The forecast is updated annually as part of the budget process. Revenue trends are closely monitored and compared to expenditures in the preparation of the budget and each fiscal year appropriate budget proposals will be made based on projected revenues.

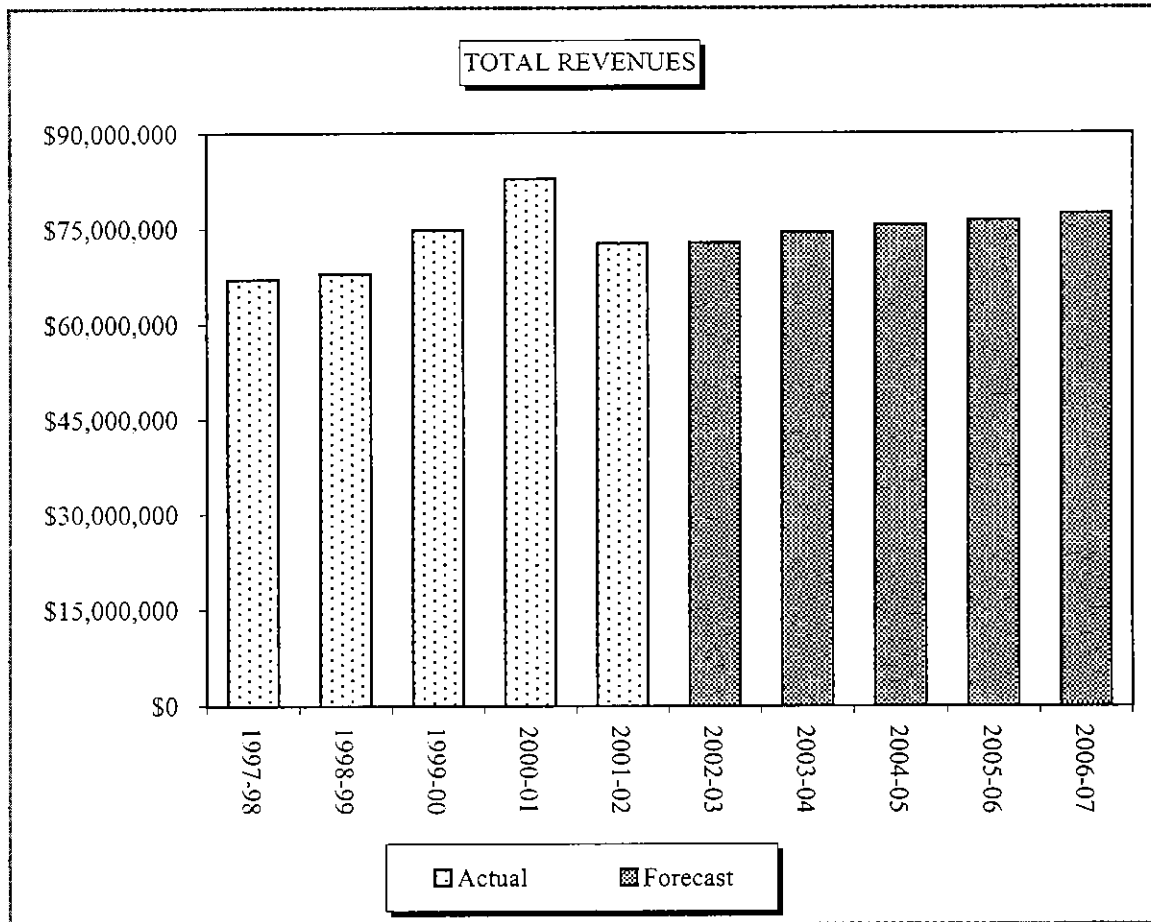
Included with this memo is a detailed presentation of the forecast summarizing, in graphic form, the revenues described above and the assumptions used to prepare the forecast.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>Annual Expenditures</u>
1997-98	67,027,000	54,056,000
1998-99	67,900,000	58,341,000
1999-00	74,712,000	59,846,000
2000-01	82,708,000	62,057,000
2001-02 *	72,631,000	67,281,000
2002-03 **	72,739,000	70,633,000
2003-04	74,254,000	75,106,000
2004-05	75,417,000	78,840,000
2005-06	76,216,000	82,467,000
2006-07	77,258,000	85,858,000

* Unaudited

** Adopted



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1997-98	67,027,000	3.9%
1998-99	67,900,000	1.3%
1999-00	74,712,000	10.0%
2000-01	82,708,000	10.7%
2001-02 *	72,631,000	(12.2%)
2002-03 **	72,739,000	0.1%
2003-04	74,254,000	2.1%
2004-05	75,417,000	1.6%
2005-06	76,216,000	1.1%
2006-07	77,258,000	1.4%

* Unaudited

** Adopted

SALES TAX

The City of Mountain View receives 1.0 percent of every sales dollar subject to sales tax. The sales tax producers in the City are distributed primarily between retail and industrial businesses.

SALES TAX SOURCES

- Retail sales of tangible personal property to individuals and other businesses
- Use and excise taxes on business consumption of personal property
- State and County pooled sales tax allocated by population

ECONOMIC FACTORS

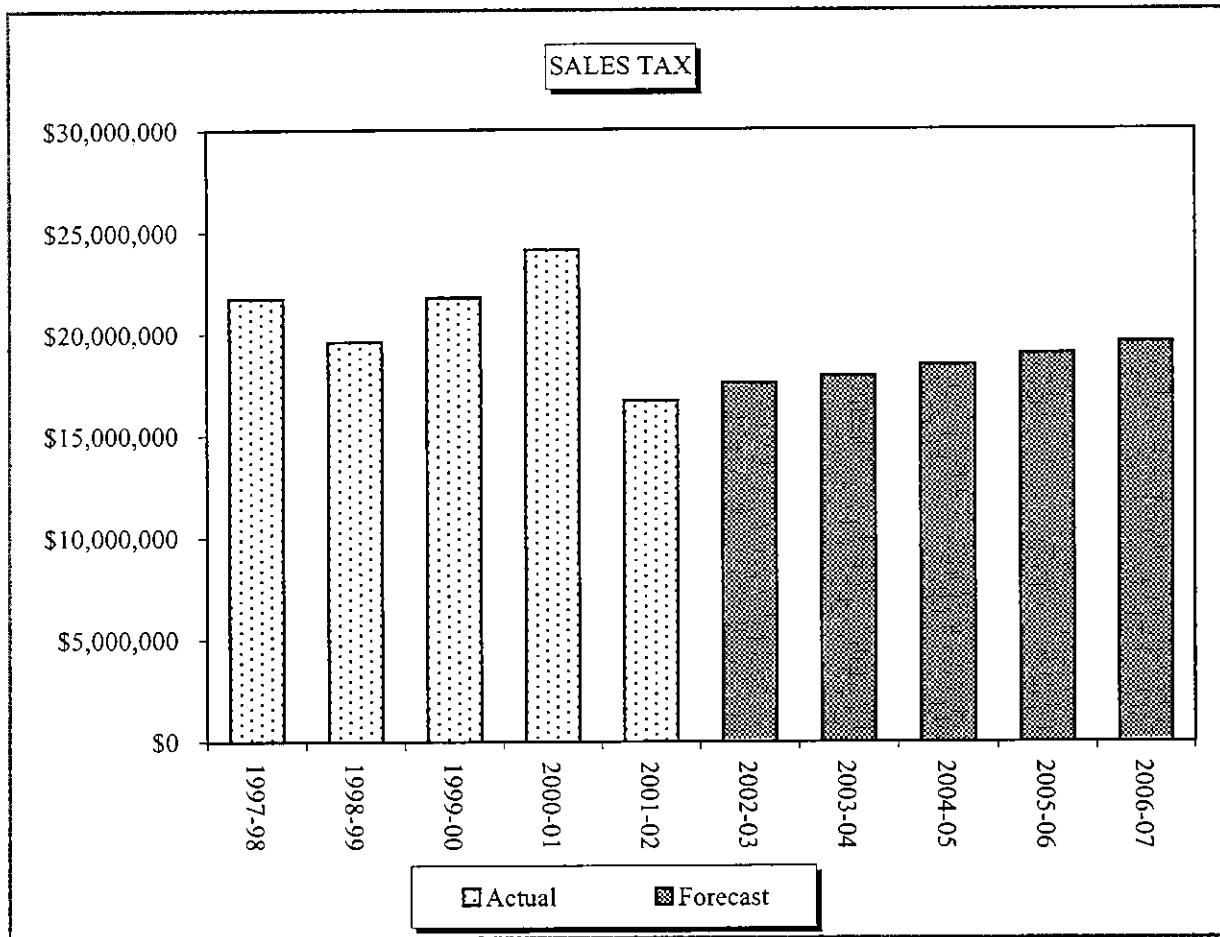
- Business expansions or relocations
- State of the economy
- Purchasing patterns
- State Board of Equalization allocation decisions
- Level of business-to-business sales
- Technological changes

HISTORY

Over the past decade, sales tax has been an extremely volatile revenue source. It dropped 9.3 percent in Fiscal Year 1990-91, climbed a total of 93.8 percent over the next six fiscal years and has fluctuated up and down since. These variations occur as businesses move in and out of the City, companies modify reporting and/or sales methods and the economy changes.

FORECAST

Fiscal Year 2002-03 includes a 5.1 percent increase, reflecting the anticipated slow recovery of the economy in the Bay Area.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1997-98	21,761,000	(5.1%)
1998-99	19,615,000	(9.9%)
1999-00	21,787,000	11.1%
2000-01	24,108,000	10.7%
2001-02 *	16,715,000	(30.7%)
2002-03 **	17,570,000	5.1%
2003-04	17,921,000	2.0%
2004-05	18,459,000	3.0%
2005-06	19,012,000	3.0%
2006-07	19,583,000	3.0%

* Unaudited

** Adopted

PROPERTY TAXES

Property taxes include the revenue generated from the City's share of the 1.0 percent levy assessed on the taxable value of real and personal property located within the City limits. The assessed value of secured real property that does not experience a change in ownership is increased at an inflationary rate not to exceed the California CPI or 2.0 percent, whichever is less. However, if a property changes ownership, it is reassessed at the current market value and new construction is valued at the cost of the construction. Unsecured tax on personal property such as computers and other equipment is assessed on the value of the property reported annually to the County by each business.

PROPERTY TAX SOURCES

- Property tax assessed on secured real property
- Property tax assessed on unsecured personal property

ECONOMIC FACTORS

- General economic conditions
- Proposition 13—determines methodology of tax application, limits the annual assessed value increase and sets the tax rate
- Consumer Price Index (CPI)
- Property demand, sales and values
- New development
- Timeliness of County processing of new development and ownership transfers to the tax roll
- State legislation regarding tax allocation
- Assessment appeals

HISTORY

During Fiscal Years 1992-93 and 1993-94, the State transferred a total of \$2.5 million of City secured property tax revenues to schools ("ERAF Shift") as a way of solving its own budget shortfall. This is an ongoing annual loss to the City, which increases every fiscal

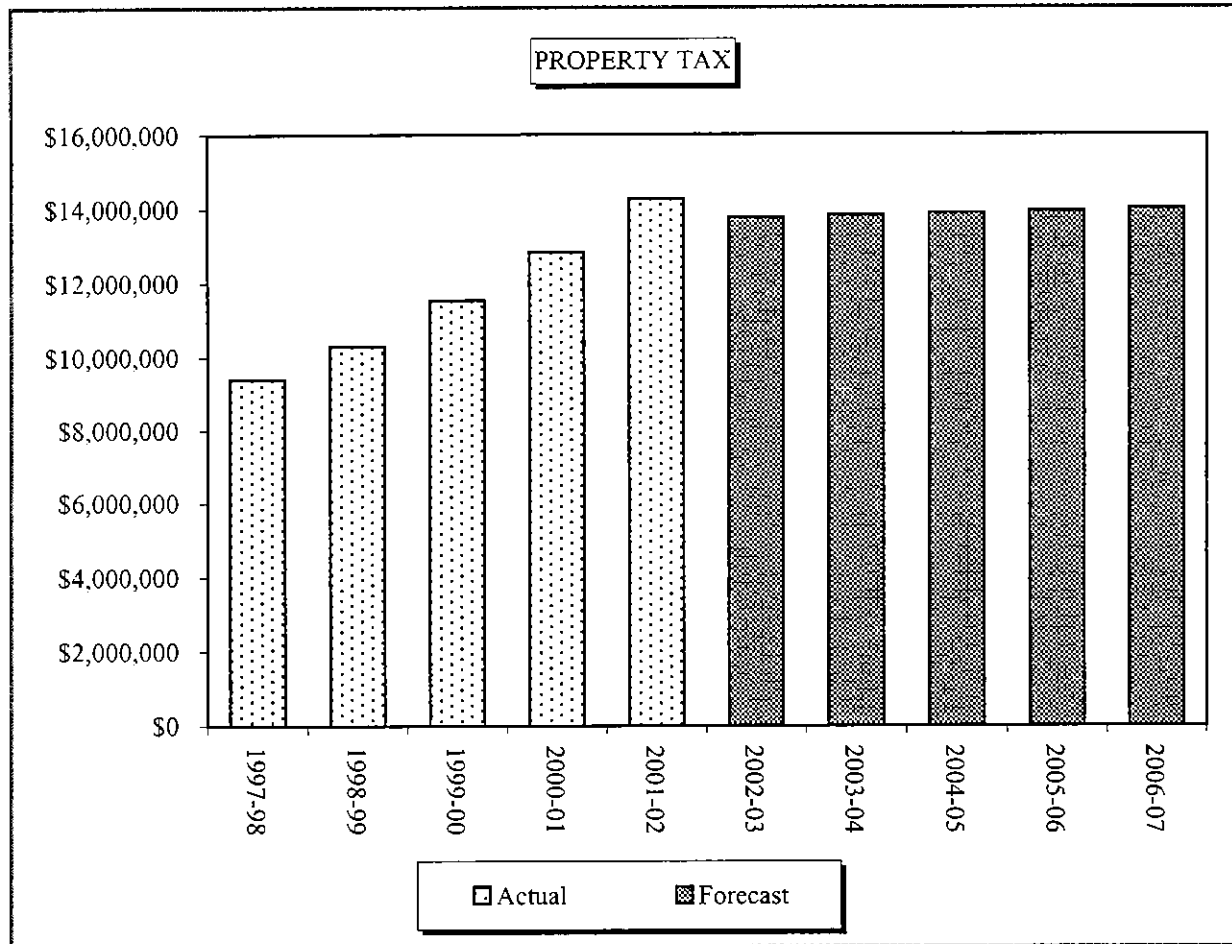
year as assessed value increases and totals \$3.9 million for Fiscal Year 2001-02. The City has lost \$26.4 million since the inception of ERAF. In addition, assessed values declined as a result of the depressed economic climate, and commercial and residential property owners filed successful assessment appeals which resulted in reduced secured and unsecured property tax revenue. The appeal activity was so high that over several fiscal years, the County was consumed with processing appeals and unable to add new development to the tax roll in a timely manner, thereby delaying payment of property tax revenue the City and other County agencies were entitled to. Beginning in Fiscal Year 1997-98, the County made significant progress adding new development to the roll and restoring assessments reduced in prior fiscal years. Over the next few years, the lack of housing for the growing employment base in Silicon Valley and the capital gains from stock sales combined to drive housing prices and taxable assessed values to an unprecedented level. Then last fiscal year the economy stalled and property sales slowed.

FORECAST

Fiscal Year 2002-03 includes a 3.0 percent increase in assessed value based on the County's current projection of the City's assessed value. Any properties purchased at the peak of the market (1999-2001) will most likely qualify for a reassessment. The County proactively reviewed and adjusted the value of properties and solicited information from property owners in an attempt to avoid the significant assessment appeal activity experienced in the 1990s. The effect of reduced assessments on the total tax bill will not be known until the end of August.

The four forecast years assume the assessed value of secured property will increase at the 2.0 percent annual maximum with no commercial or residential development.

The current level of commercial vacancies will negatively impact unsecured property tax generated from commercial property lease agreements. The unsecured property tax projection for the 2002-03 fiscal year has been reduced 85.0 percent and is increased 2.0 percent annually in the four forecast years.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1997-98	9,391,000	16.7%
1998-99	10,298,000	9.7%
1999-00	11,534,000	12.0%
2000-01	12,825,000	11.2%
2001-02 *	14,262,000	11.2%
2002-03 **	13,752,000	(3.6%)
2003-04	13,815,000	0.5%
2004-05	13,877,000	0.4%
2005-06	13,937,000	0.4%
2006-07	13,995,000	0.4%

* Unaudited

** Adopted

OTHER TAXES

Other Taxes is comprised of Transient Occupancy Tax, Business License Tax and Utility Users Tax.

OTHER TAXES SOURCES

- Transient Occupancy Tax is a 10.0 percent tax assessed on hotel and motel occupancies. Any occupancy by a government employee or a stay exceeding 30 consecutive days is exempt from the tax. This tax is self-reported on a quarterly basis by hotels and motels within the City limits and is audited by the City on a rotating basis.
- The Business License Tax is assessed on all businesses known to be operating in Mountain View and billed annually. The tax rate varies by type of business.
- Utility Users Tax is a 3.0 percent tax assessed on the sale of all commercial and residential intrastate telephone communication and all electricity and gas consumption.

ECONOMIC FACTORS

- Transient Occupancy: Number of hotel rooms, the room rate, the occupancy rate and the number of exemptions.
- Business License Tax: Number and types of businesses licensed by the City and the applicable tax rate.
- Utility Users Tax: Customer base, consumption and price of energy.

HISTORY

Transient Occupancy Tax: The tax rate was last modified in June 1991 from 8.0 percent to 10.0 percent. Occupancy rates throughout the County continued to increase over the past decade until late Fiscal Year 2000-01.

Business License Tax: This revenue does not change significantly from year to year as the tax rate is very low.

Utility Users Tax: New commercial and residential development and demand for multiple phone lines increased the customer base in the past fiscal years. As a result of the commercial property vacancies which reduced the customer base, this revenue was less than anticipated in the budget for Fiscal Year 2001-02.

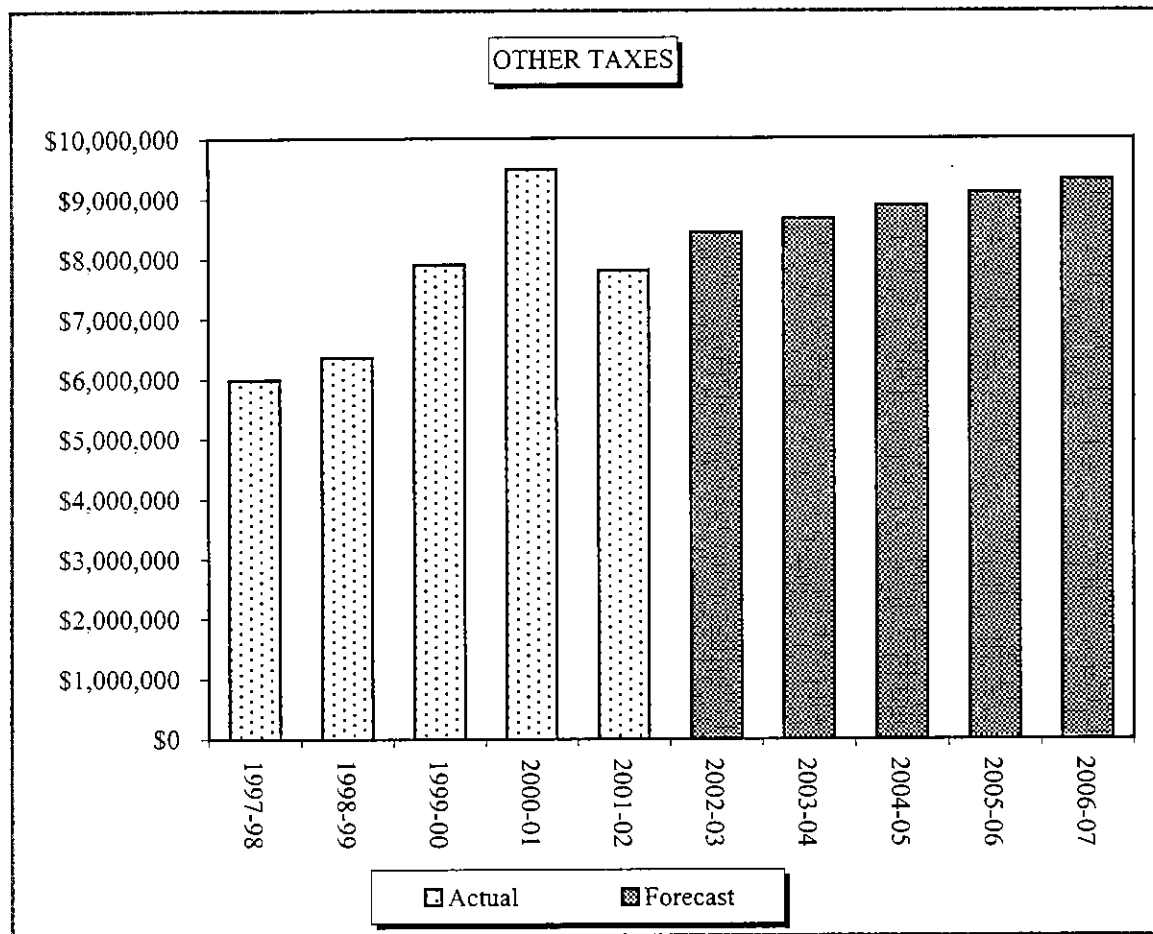
Utility Users Tax is calculated on the consumer cost of the energy used, as the cost increases the tax increases. During Fiscal Year 2000-01, consumer gas rates increased and in January and March 2001 the California Public Utilities Commission (CPUC) approved two increases to electricity rates. There was an increase in City revenue from the first electricity rate increase implemented in February 2001. However, since then, the price of gas has dropped and customers have responded to conservation efforts and reduced their usage of electricity.

FORECAST

Transient Occupancy Tax: The Fiscal Year 2002-03 budget assumes a small increase in occupancy level, reflecting a slight increase in business travel. The four forecast years assume an approximate 2.0 percent annual increase in revenue.

Business License Tax: As the tax is low, the license revenue has remained fairly constant over the past several years; therefore, forecast years are based on prior fiscal years' actuals.

Utility Users Tax: The Fiscal Year 2002-03 budget assumes an increase reflecting the expectation of a slightly expanded customer base from newly rented commercial space. The four forecast years include a 3.0 percent annual increase to adjust for some expansion of the customer base and customer demand with the anticipated additional occupancy of some currently vacant space.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1997-98	5,990,000	12.5%
1998-99	6,357,000	6.1%
1999-00	7,908,000	24.4%
2000-01	9,487,000	20.0%
2001-02 *	7,806,000	(17.7%)
2002-03 **	8,428,000	8.0%
2003-04	8,660,000	2.8%
2004-05	8,880,000	2.5%
2005-06	9,097,000	2.4%
2006-07	9,319,000	2.4%

* Unaudited

** Adopted

USE OF MONEY AND PROPERTY

Use of Money and Property is comprised of investment earnings and revenue from rents and leases of City property. Investment earnings are generated from the General Fund's share of the City's pooled investment portfolio. Rents and Leases revenue is generated from rental properties and lease agreements.

USE OF MONEY AND PROPERTY SOURCES

- City pooled investment portfolio monthly interest allocation
- Leased properties, including:
 - North Charleston site
 - Crittenden site
 - Michaels at Shoreline
 - Boathouse
- Amphitheatre concessions

ECONOMIC FACTORS

- Economy
- Interest rates
- Portfolio balance
- Lease agreements
- Amphitheatre concert season

HISTORY

Investment Earnings: The unaudited Fiscal Year 2001-02 investment earnings are higher than adopted as a result of a significantly increased portfolio balance. The Federal Reserve lowered interest rates numerous times since January 2001, which has decreased the yield on new investment instruments purchased since then.

Rents and Leases: In March 1995, the City negotiated and signed a lease agreement with Silicon Graphics, Inc. (SGI) for the North Charleston site. In September 1996, the City negotiated and signed a lease agreement with SGI for the Crittenden site. During Fiscal Year 2000-01, Goldman Sachs purchased the SGI buildings on the North

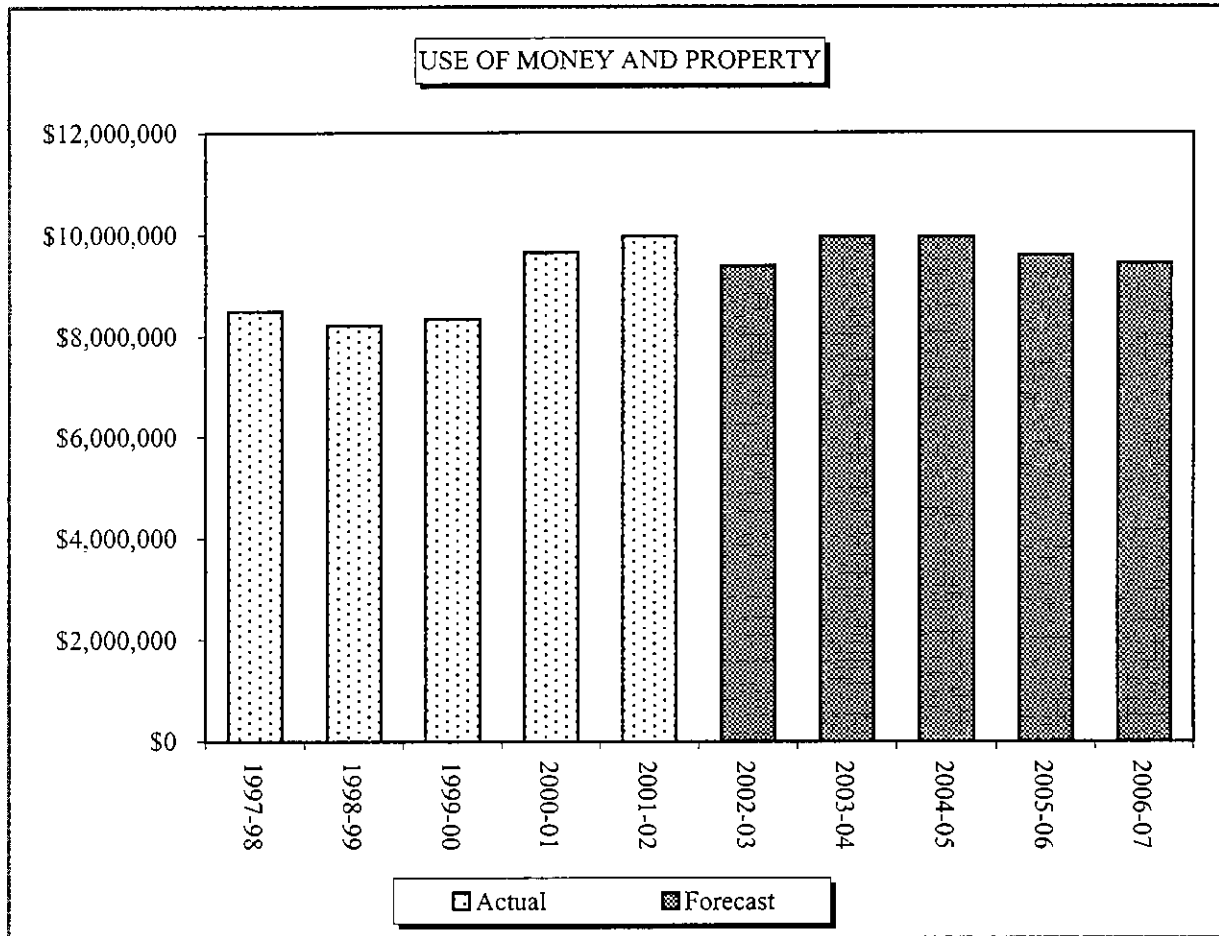
Charleston and Crittenden sites. SGI has assigned the lease agreements with the City to Goldman Sachs for these properties. The leases contain annual increases to the rent payments.

The City receives between 4.75 percent and 6.75 percent of the revenue from Amphitheatre concessions, as allowed in the contract.

FORECAST

Investment Earnings: The projection for the Fiscal Year 2002-03 adopted budget is based on an average portfolio rate of 5.0 percent and for the four forecast years, the yield is held level at a 5.5 percent portfolio yield.

Rents and Leases: The City will remain at the maximum percentage allowed in the contract with Clear Channel.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1997-98	8,492,000	12.1%
1998-99	8,210,000	(3.3%)
1999-00	8,338,000	1.6%
2000-01	9,644,000	15.7%
2001-02 *	9,959,000	3.3%
2002-03 **	9,384,000	(5.8%)
2003-04	9,952,000	6.1%
2004-05	9,950,000	0.0%
2005-06	9,587,000	(3.6%)
2006-07	9,430,000	(1.6%)

* Unaudited

** Adopted

OTHER REVENUE

Other revenue is comprised of Franchise Fees, Licenses and Permits, Fines and Forfeitures, Intergovernmental, Service Charges, Miscellaneous and Interfund Revenue/Transfers.

OTHER REVENUE SOURCES

- The franchisees are required to pay Franchise Fees as compensation to the City for the use of City property while providing a commercial service to Mountain View businesses and residents.
- Licenses and Permits and Service Charge revenues are generated from private development activity and recreation classes.
- Fines and Forfeitures are generated from citations issued by the City and the California Highway Patrol.
- Intergovernmental includes all revenue derived from other government agency sources, the largest of which is motor vehicle license fees (MVLFF).
- Miscellaneous Revenue includes revenue from a variety of sources.
- Interfund Revenues are reimbursements to the General Operating Fund from other funds and capital improvement projects for services provided. Interfund Transfers are transfers from other funds.

ECONOMIC FACTORS

- State of the economy
- Franchise agreements and revenues generated by franchisees
- Level of development activity
- Actions by the State Legislature
- Level of service provided by staff budgeted in the General Operating Fund to other funds and capital improvement projects
- State and Federal regulations, legislation and funded programs

HISTORY

Franchise Fees: Franchise revenue generated from gas and electricity usage has steadily increased over the past several fiscal years as a result of significant commercial and residential development. This new development completely masked the impact of the PG&E rate reduction effective March 1998.

The City's refuse hauler, Foothill Disposal is required to pay a franchise fee which has also increased with an expanded customer base.

Although the unaudited revenue for Fiscal Year 2001-02 exceeds the prior fiscal year, both of these Franchise Fee sources have been negatively impacted by conservation efforts and the closure of businesses.

Licenses and Permits and Service Charges: This revenue source has seen significant growth over the past several fiscal years as new development continued at an unexpected level. Revenues decreased significantly last fiscal year as large commercial development projects have ceased.

Intergovernmental Revenue: During the past decade, many revenues from the State have been reduced or eliminated. However, motor vehicle license fees (MVLF) collected on vehicle registrations have steadily increased. MVLF were reduced by the State Legislature in Fiscal Year 1997-98 with the losses to local agencies offset by payments from the State's General Fund. Local agencies are dependent upon the State to continue to backfill the loss of that portion of MVLF.

Interfund Revenues/Transfer: Every two years, the City's A-87 cost allocation plan is updated to accurately reflect the services provided to other funds and capital projects by staff funded from the General Operating Fund.

FORECAST

Franchise Fees: The projection for the Fiscal Year 2002-03 adopted budget includes an increase in the fee collected from the City's refuse hauler, Foothill Disposal Company, resulting from an increase in revenue to Foothill Disposal. The four forecast years assume incrementally increasing revenue from Foothill Disposal Company and fairly constant revenues from the other Franchisees.

As discussed during the budget process, the California Department of Water Resources (CDWR) has stated that the sale of energy purchased from non-PG&E sources (i.e., out-of-State producers) is exempt from the franchise fee component normally paid to local agencies. The Public Utilities Commission (PUC) has ordered the distributors (PG&E) to track and pay franchise fees to municipalities on the sale of this electricity until they can resolve this issue. PG&E estimates that approximately 23.0 percent of energy sold

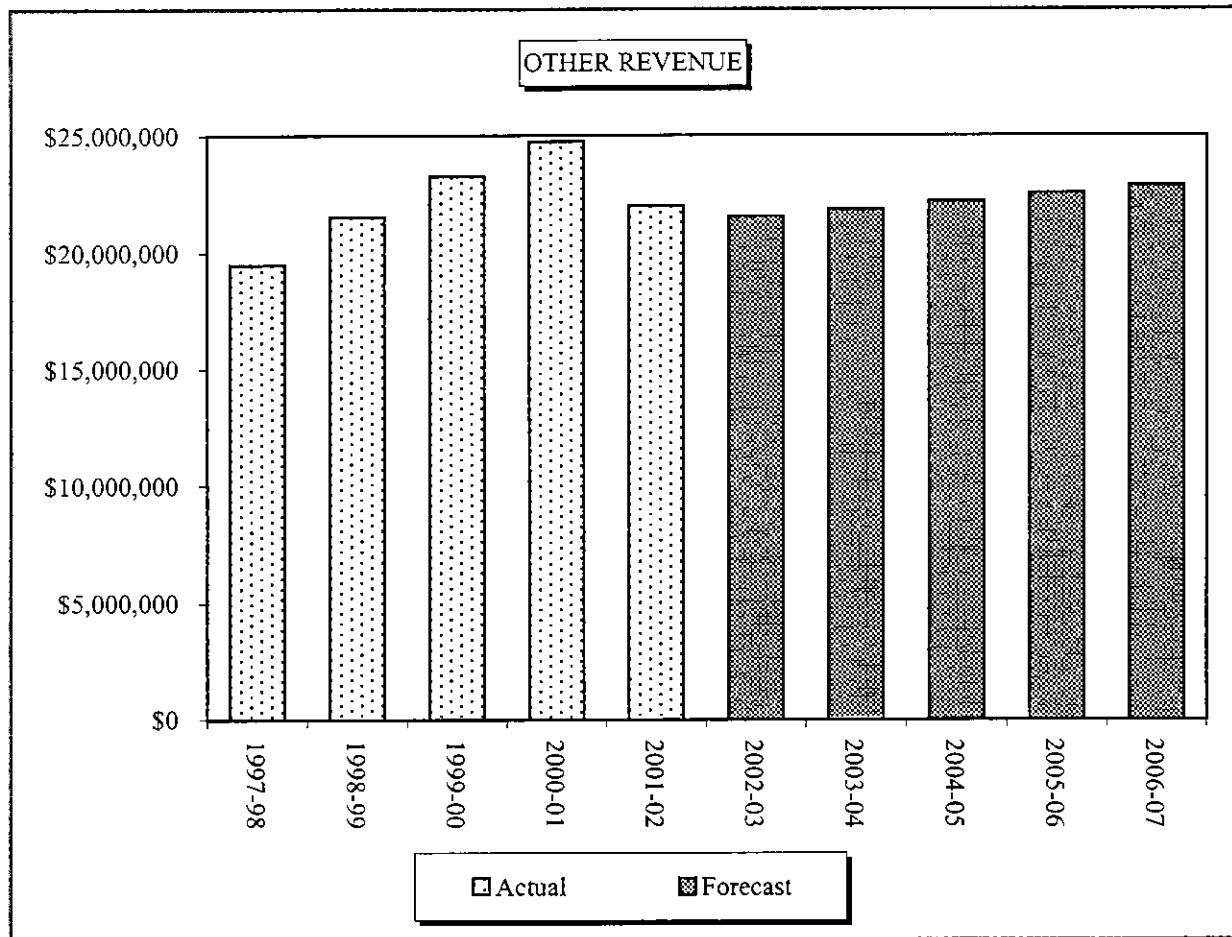
to California customers is energy from a non-PG&E source. This would be a \$110,000 reduction to the City's General Operating Fund revenues as PG&E would either request the money received by the City for 2001 be repaid to PG&E or they would reduce future year payments. The adopted budget is based on receiving the full franchise fee amount and is not adjusted for this potential loss of revenue.

Licenses and Permits and Service Charges: This revenue is expected to decline significantly during the Fiscal Year 2002-03 budget, reflecting the precipitous slowdown in private construction activity, and hold steady at an ongoing average base level for the four forecast years.

Intergovernmental Revenue: The May revision of the Fiscal Year 2002-03 State budget proposes rolling back the State backfill of MVLF from 67.5 percent to the 25.0 percent level in effect at the time the current administration took office. The revision states there will be no impact to local agencies, leaving staff to assume the automobile owners will pay the increased MVLF.

Interfund Revenue/Transfer: The cost allocation plan revision is still under review, but a portion of the revised numbers have been included in the adopted budget. After completion of the review, a revision may be recommended.

The budget restructuring proposals adopted by Council are all included in this revenue category for Fiscal Year 2002-03 and the four forecast years.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1997-98	19,499,000	4.1%
1998-99	21,526,000	10.4%
1999-00	23,251,000	8.0%
2000-01	24,750,000	6.4%
2001-02 *	21,995,000	(11.1%)
2002-03 **	21,545,000	(2.0%)
2003-04	21,846,000	1.4%
2004-05	22,191,000	1.6%
2005-06	22,523,000	1.5%
2006-07	22,871,000	1.5%

* Unaudited

** Adopted

LOAN REPAYMENTS

This revenue source reflects the annual repayment of loan obligations from other funds.

LOAN REPAYMENT SOURCES

- Shoreline Regional Park Community
- Revitalization Authority

ECONOMIC FACTORS

- Financial condition of the paying funds

HISTORY

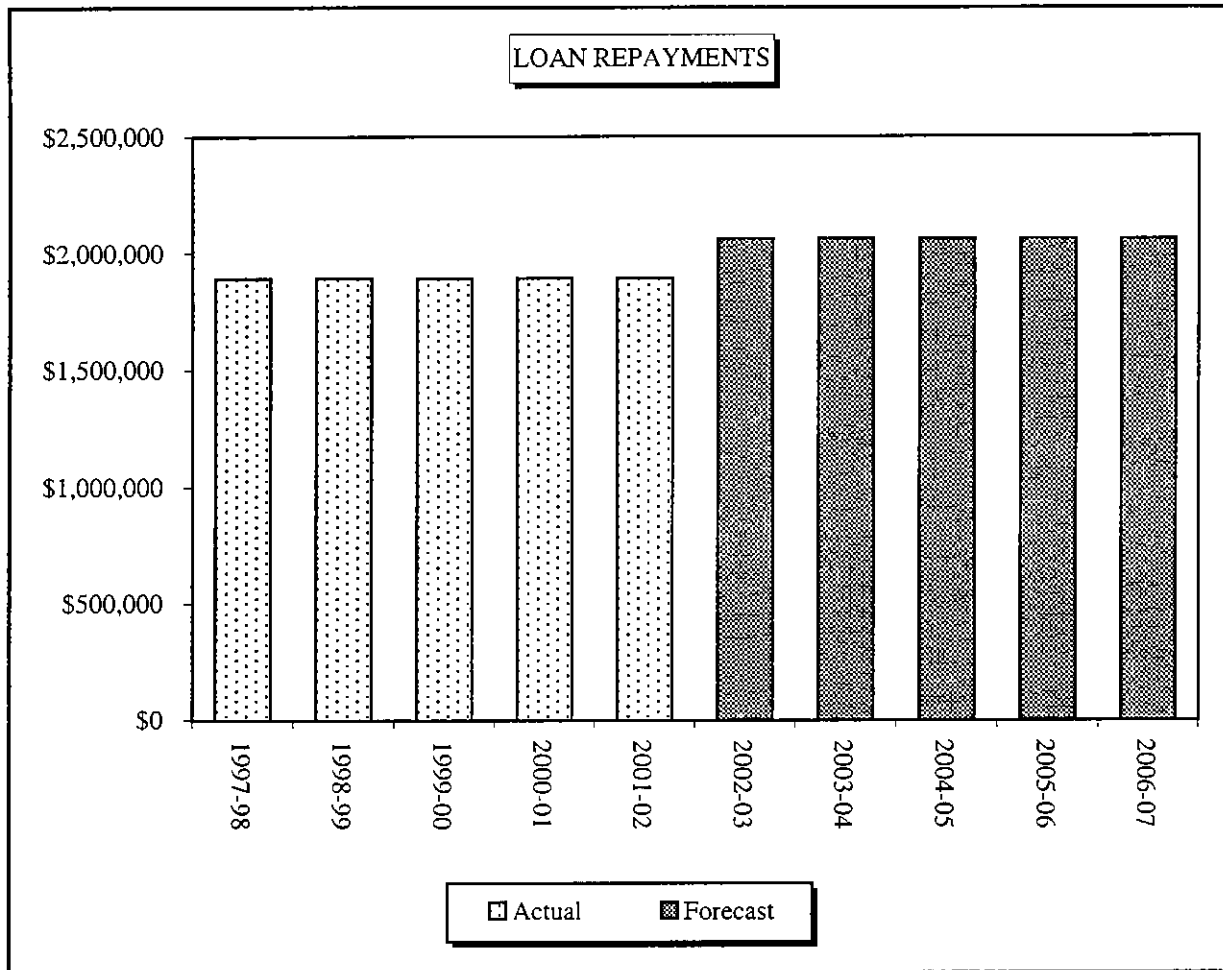
Shoreline Regional Park Community (SRPC): The General Fund made a series of loans to this fund beginning in Fiscal Year 1985-86, which eventually totaled \$17.8 million. The loans were combined together into a consolidated loan during Fiscal Year 1988-89. Although this revenue is one-time in nature, it will not be paid off until Fiscal Year 2015-16 and is currently included as operating revenue.

Revitalization Authority: The General Fund also made a series of loans to this fund in 1989. In the Fiscal Year 1993-94 budget, the Council approved deferring the loan repayments a minimum of three years at no interest and extending the payoff until Fiscal Year 2013-14. Most recently, the financial condition of the Authority has improved, but loan repayments continued to be deferred.

FORECAST

The SRPC loan repayments are the same annual amount through the life of the debt.

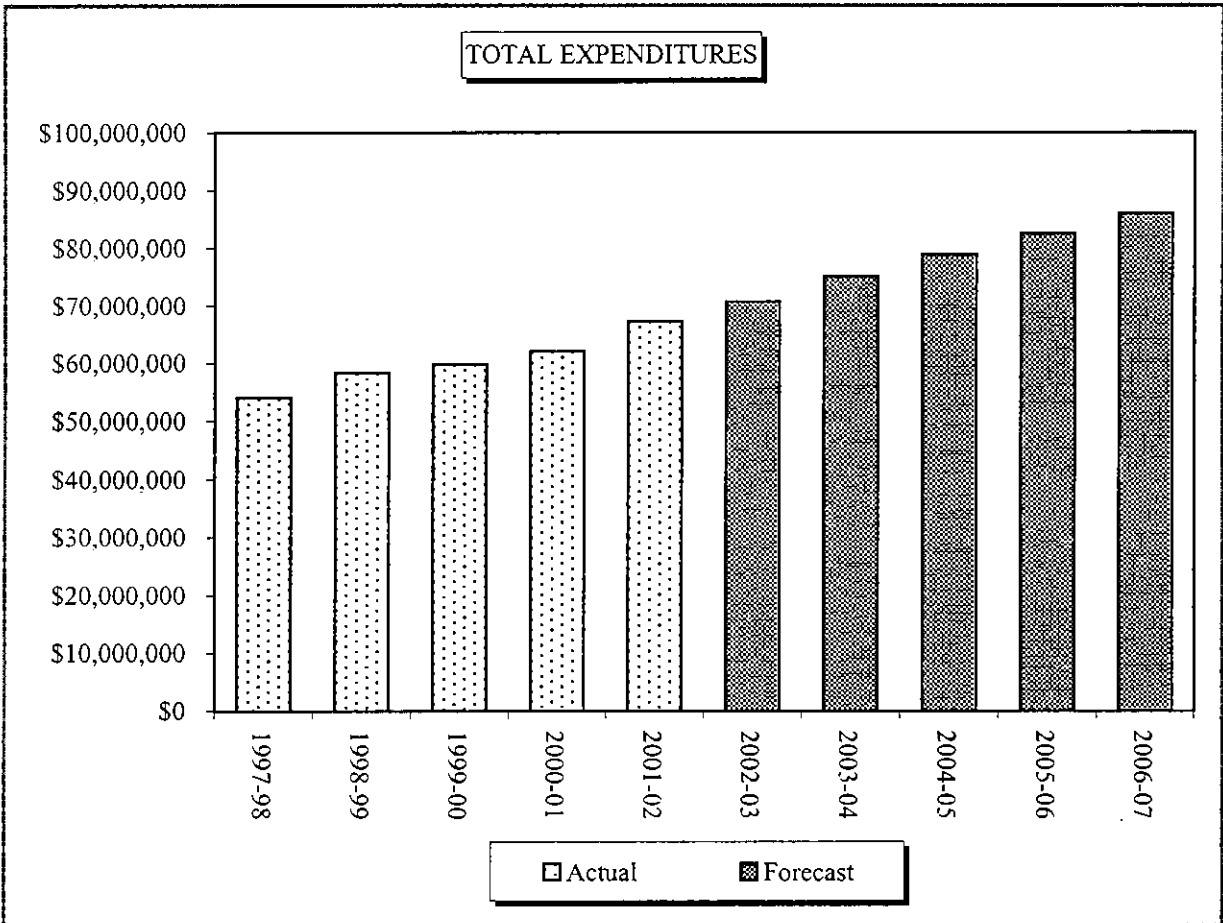
The loan to the Revitalization Authority has been reamortized to the end of the life of the District at a 6.0 percent interest rate. The annual loan payments in the amount of \$165,500 will begin in Fiscal Year 2002-03.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1997-98	1,894,000	0.0%
1998-99	1,894,000	0.0%
1999-00	1,894,000	0.0%
2000-01	1,894,000	0.0%
2001-02 *	1,894,000	0.0%
2002-03 **	2,060,000	8.8%
2003-04	2,060,000	0.0%
2004-05	2,060,000	0.0%
2005-06	2,060,000	0.0%
2006-07	2,060,000	0.0%

* Unaudited

** Adopted



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1997-98	54,056,000	6.6%
1998-99	58,341,000	7.9%
1999-00	59,846,000	2.6%
2000-01	62,057,000	3.7%
2001-02 *	67,281,000	8.4%
2002-03 **	70,633,000	5.0%
2003-04	75,106,000	6.3%
2004-05	78,840,000	5.0%
2005-06	82,467,000	4.6%
2006-07	85,858,000	4.1%

* Unaudited

** Adopted

SALARIES AND BENEFITS

The Salaries and Benefits category makes up the largest component of General Operating Fund expenditures and represents all personnel-related costs. There are currently four union-represented groups in the City: the Police Officers Association (POA sworn and nonsworn), the Mountain View Professional Firefighters Union (IAFF No. 1965) and Service Employees International Union (SEIU No. 715). The remaining employees are Management, Professional and certain Front-Line positions. The outcome of negotiations with each unit is a major factor in salary and benefit costs.

CATEGORIES

- Salaries
- Wages
- Overtime
- Other pays (e.g., holiday-in-lieu, out-of-class, etc.)
- Medical/dental premiums
- Public Employees Retirement System (PERS)
- Other benefits (e.g., long-term disability, FICA, etc.)
- Workers' Compensation

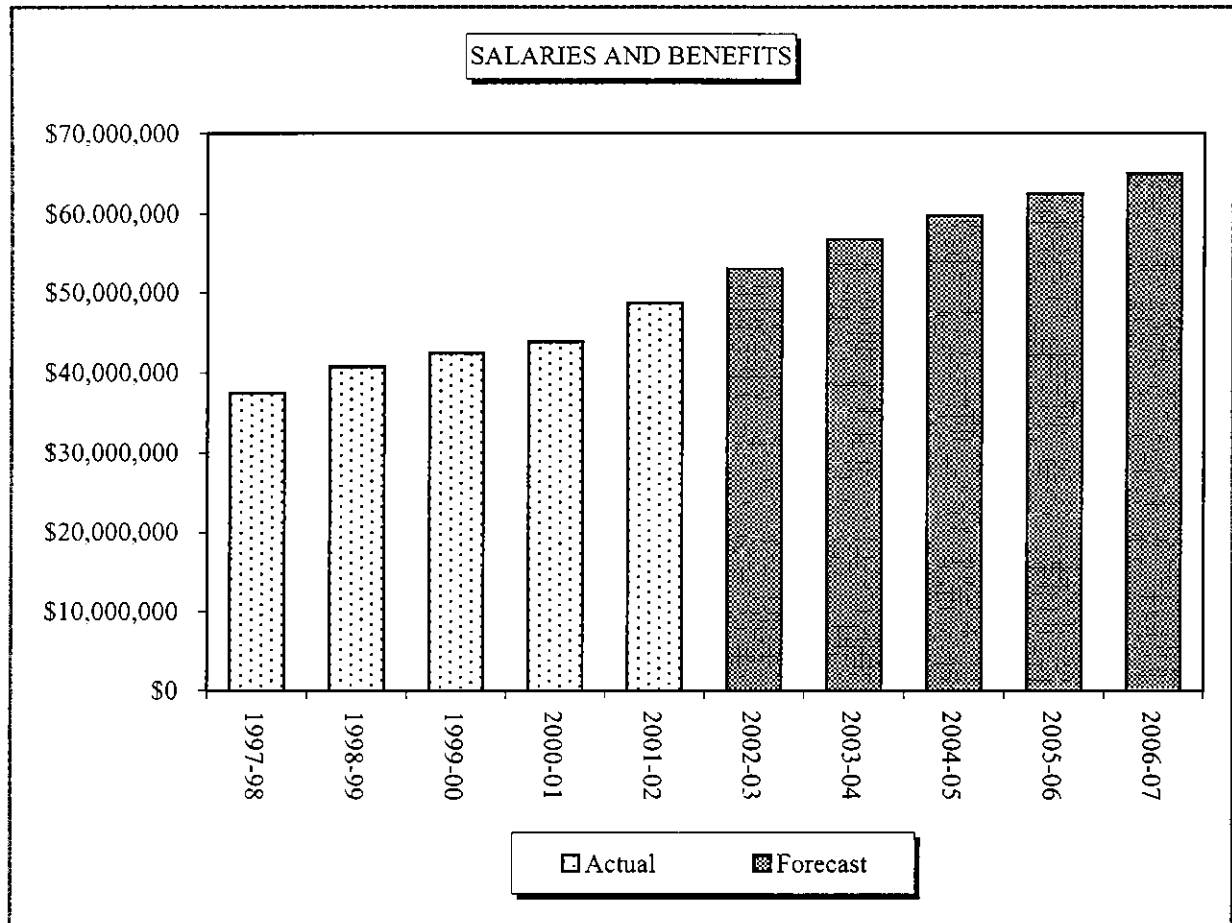
HISTORY

During the recession in the early 1990s, the City experienced retrenchment, eliminating a total of 31.5 General Fund positions. Over the next few fiscal years, the Council approved service enhancements in the highest-priority areas. In Fiscal Years 1994-95 through 1999-2000, Council approved additional positions for the City Attorney's Office, Community Development, Community Services, Library Services, Fire and Police Departments. No new positions were included in the Fiscal Year 2000-01 budget and 13.0 were added during the Fiscal Year 2001-02 budget process. Actual expenditures are historically lower than budget as a result of a variety of factors, including vacant positions and turnover.

FORECAST

As discussed during the budget process, the adopted budget includes the elimination of 4.0 full-time positions and 4.6 hourly FTEs, and the unfunding of 11.0 positions.

The forecast also includes cost-of-living adjustments agreed to in the current IAFF No. 1965, POA sworn and nonsworn and SEIU No. 715 Memorandums of Understandings (MOU) and the merit and salary increases approved for the remaining groups. In addition, any other final benefit modifications are reflected in the Fiscal Year 2002-03 adopted budget. Public Employees Retirement System (PERS) rates reflect the normal cost rate calculated by PERS in the most recent actuarial. The forecast years include projected merit and cost-of-living adjustment for all groups not covered by labor agreements. The remaining benefits, primarily employee insurance coverages, are included in the forecast with projected inflationary increases.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1997-98	37,422,000	8.1%
1998-99	40,714,000	8.8%
1999-00	42,394,000	4.1%
2000-01	43,838,000	3.4%
2001-02 *	48,659,000	11.0%
2002-03 **	52,932,000	8.8%
2003-04	56,683,000	7.1%
2004-05	59,613,000	5.2%
2005-06	62,414,000	4.7%
2006-07	64,941,000	4.0%

* Unaudited

** Adopted

SERVICES AND SUPPLIES

The Services and Supplies category makes up the second largest component of General Fund expenditures and represents costs of operations.

CATEGORIES

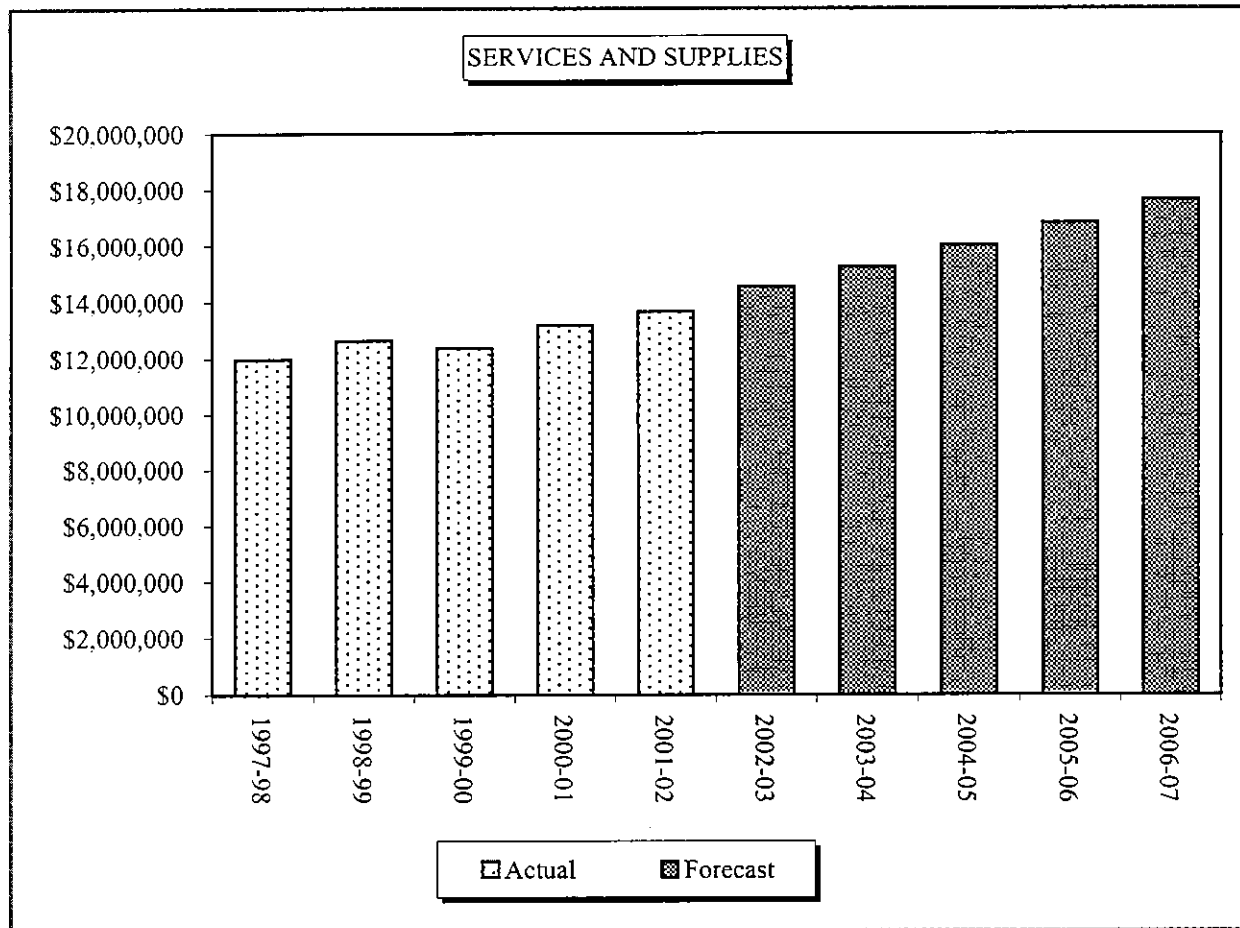
- Materials and Supplies
- Maintenance and Operations
- Utilities
- Professional/Technical Services
- Training, Conference and Travel
- Miscellaneous Expenditures

HISTORY

Since Fiscal Year 1995-96, the Council has approved increases (averaging 7.8 percent annually) for the highest-priority programs.

FORECAST

Fiscal Year 2002-03 includes a 5.0 percent reduction from the prior fiscal year adopted budget, a net of Fiscal Year 2002-03 adopted budget reductions and some unavoidable increases. A 5.0 percent increase is included in each of the subsequent forecast years. This increase is based on historical averages, after adjusting for significant programs, and the information gathered from the State and other sources.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1997-98	11,984,000 (1)	16.6%
1998-99	12,648,000 (1)	5.5%
1999-00	12,377,000	(2.1%)
2000-01	13,194,000	6.6%
2001-02 *	13,658,000 (1)	3.5%
2002-03 **	14,524,000	6.3%
2003-04	15,244,000	5.0%
2004-05	16,006,000	5.0%
2005-06	16,807,000	5.0%
2006-07	17,647,000	5.0%

* Unaudited

** Adopted

(1) Includes Interfund Transfers

CAPITAL OUTLAY AND EQUIPMENT REPLACEMENT

The Capital Outlay and Equipment Replacement category represents the new and replacement equipment needs of the City. Although, individually, Capital Outlay is one-time in nature, the City includes this category in the operating budget to reflect capital needs on an annual basis. In addition to the General Operating Fund, the Revitalization Authority, Shoreline Golf Links, Parking District, Shoreline Regional Park Community, Water, Wastewater, Solid Waste Management and Fleet Maintenance Funds make annual contributions based on the equipment used by those operations. Equipment replacement expenditures are transferred to and paid by the Equipment Replacement Reserve Fund.

CATEGORIES

- Capital Outlay
- Equipment Replacement

HISTORY

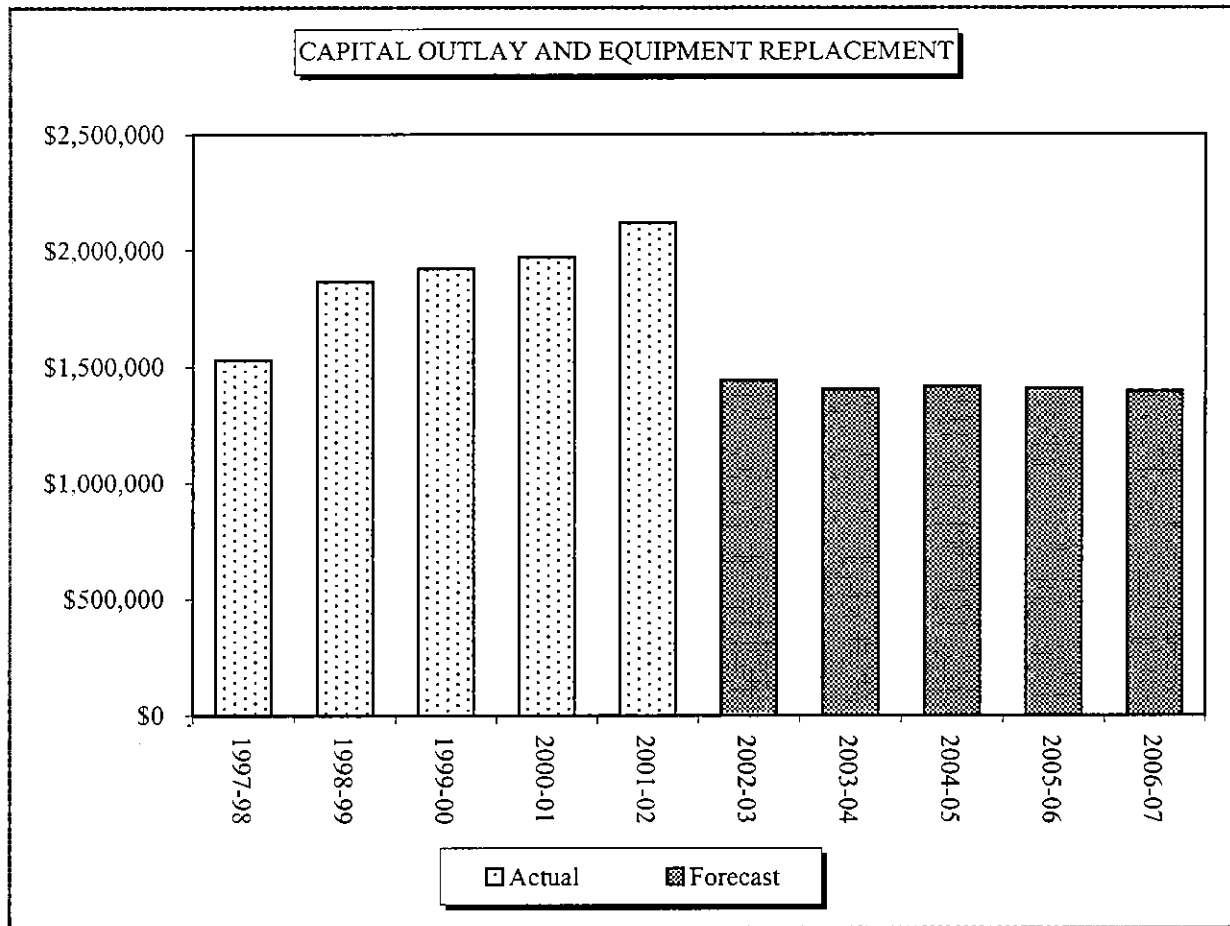
Capital Outlay: Since Fiscal Year 1993-94, the annual expenditures have grown as a result of an increased level of technology and related equipment, and an increase in the number and quality of safety vehicles.

Equipment Replacement: The Equipment Replacement Reserve was initially funded in Fiscal Year 1992-93 with year-end General Fund carryover. Since that time, the Council has approved transfers to this fund from the year-end General Fund carryover to supplement the General Operating Fund's share of funding. The General Operating Fund increased this funding by \$200,000 annually from Fiscal Year 1994-95 until it was fully funding its share by Fiscal Year 2001-02.

FORECAST

Capital Outlay: The Fiscal Year 2002-03 adopted budget includes an ongoing \$100,000 reduction to capital outlay.

Equipment Replacement: The Fiscal Year 2002-03 adopted budget includes a \$500,000 reduction in the General Operating Fund's contribution to Equipment Replacement.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1997-98	1,529,000	(3.0%)
1998-99	1,863,000	21.8%
1999-00	1,919,000	3.0%
2000-01	1,969,000	2.6%
2001-02 *	2,118,000	7.6%
2002-03 **	1,440,000	(32.0%)
2003-04	1,402,000	(2.6%)
2004-05	1,413,000	0.8%
2005-06	1,403,000	(0.7%)
2006-07	1,394,000	(0.6%)

* Unaudited

** Adopted

SELF-INSURANCES

The Insurances category represents the General Operating Fund's share of insurance costs in the Internal Service Funds. Special Funds and the Enterprise Funds also contribute to benefit insurances.

CATEGORIES

- General Liability
- Retirees' Health Care
- Vision Care

HISTORY

General Liability: In Fiscal Year 1993-94, the City joined a liability insurance pool (ACCEL) with other select cities for the provision of \$19.5 million coverage in excess of the current \$500,000 self-insured retention (SIR) for total coverage of \$20.0 million. Beginning in Fiscal Year 2001-02, funding of liability insurance was spread to all funds which receive a benefit from this insurance coverage. Previously, the cost was funded entirely by the General Operating Fund.

Retirees' Health Care and Vision Care: The medical premiums for retirees are paid by the Retirees' Health Fund, and vision care claims and reimbursement for safety glasses are paid by the Employee Benefits Fund. The annual cost of both of these programs is allocated to all operating funds.

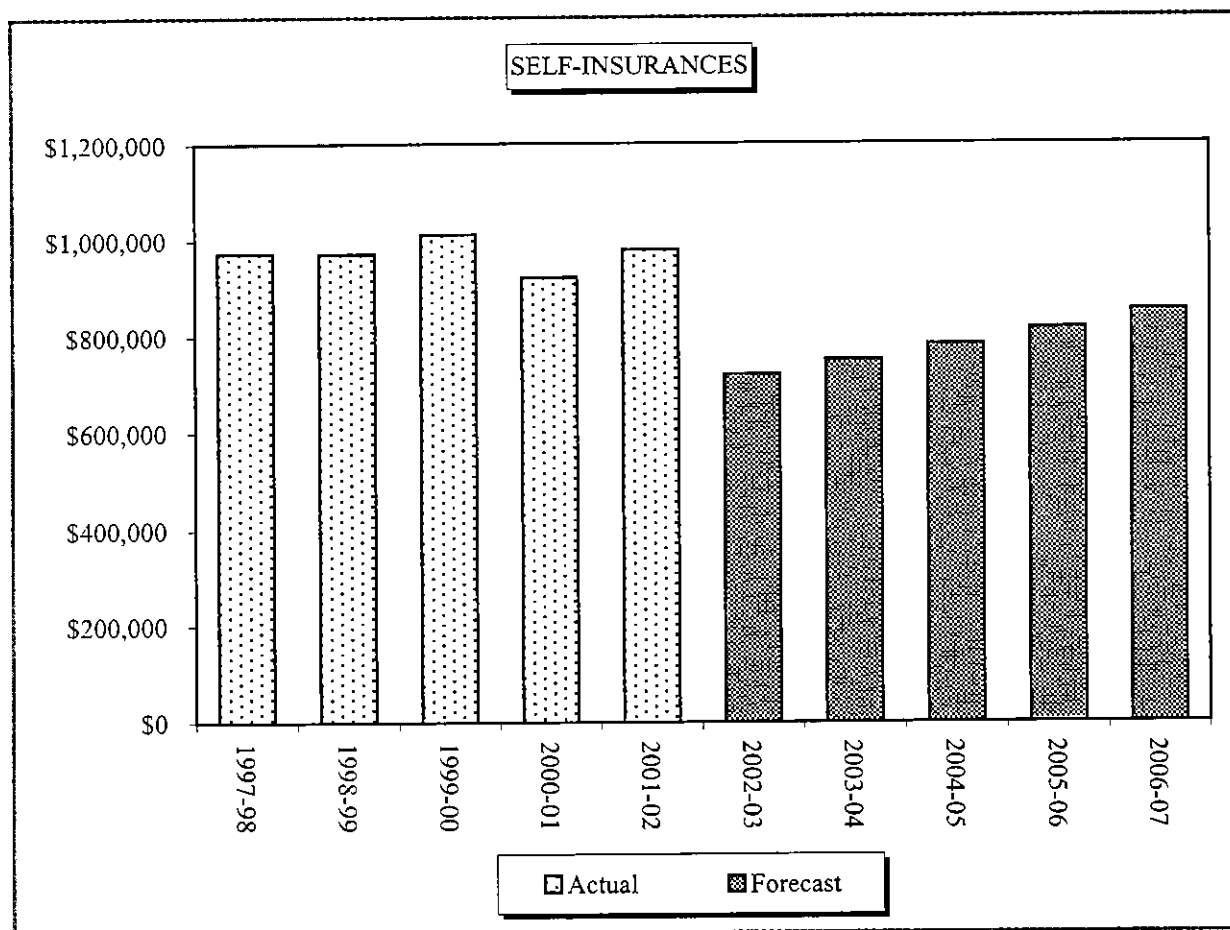
FORECAST

General Liability: The adopted budget includes the allocation of this funding to the General Operating Fund, Revitalization Authority, Shoreline Golf Links, Parking District, Shoreline Regional Park Community, Water, Wastewater and Solid Waste Management Funds. The Fiscal Year 2002-03 through 2006-07 projections are based on maintaining the minimum policy level for reserve balances. Operating expenditures in this fund are projected to remain constant.

Retirees' Health Care: The General Operating Fund's contribution to the Retirees' Health Fund is based on the projected cost of health care premiums for retired employees and the number of retirees. The number of retirees is calculated to increase by 15 for Fiscal Year 2002-03 and by 12 in each of the four following forecast years. This is based on historical trends and the number of known pending retirements.

To date, the General Operating Fund has contributed the entire reserve balance of the Retirees' Health Fund. The adopted budget includes funding of the General Operating Fund's share to be paid by investment earnings generated by the reserve balance.

Vision Care: The General Operating Fund's contribution is based on the projected amount required to fund vision coverage for employees and retirees and safety glasses for employees.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1997-98	973,000	3.6%
1998-99	972,000	(0.1%)
1999-00	1,011,000	4.0%
2000-01	921,000	(8.9%)
2001-02 *	978,000	6.2%
2002-03 **	719,000	(26.5%)
2003-04	750,000	4.3%
2004-05	782,000	4.3%
2005-06	816,000	4.3%
2006-07	852,000	4.4%

* Unaudited

** Adopted

DEBT SERVICE

The Debt Service category funds the debt obligations of the General Fund to the Debt Service Funds.

CATEGORIES

- City Hall and Center for the Performing Arts

HISTORY

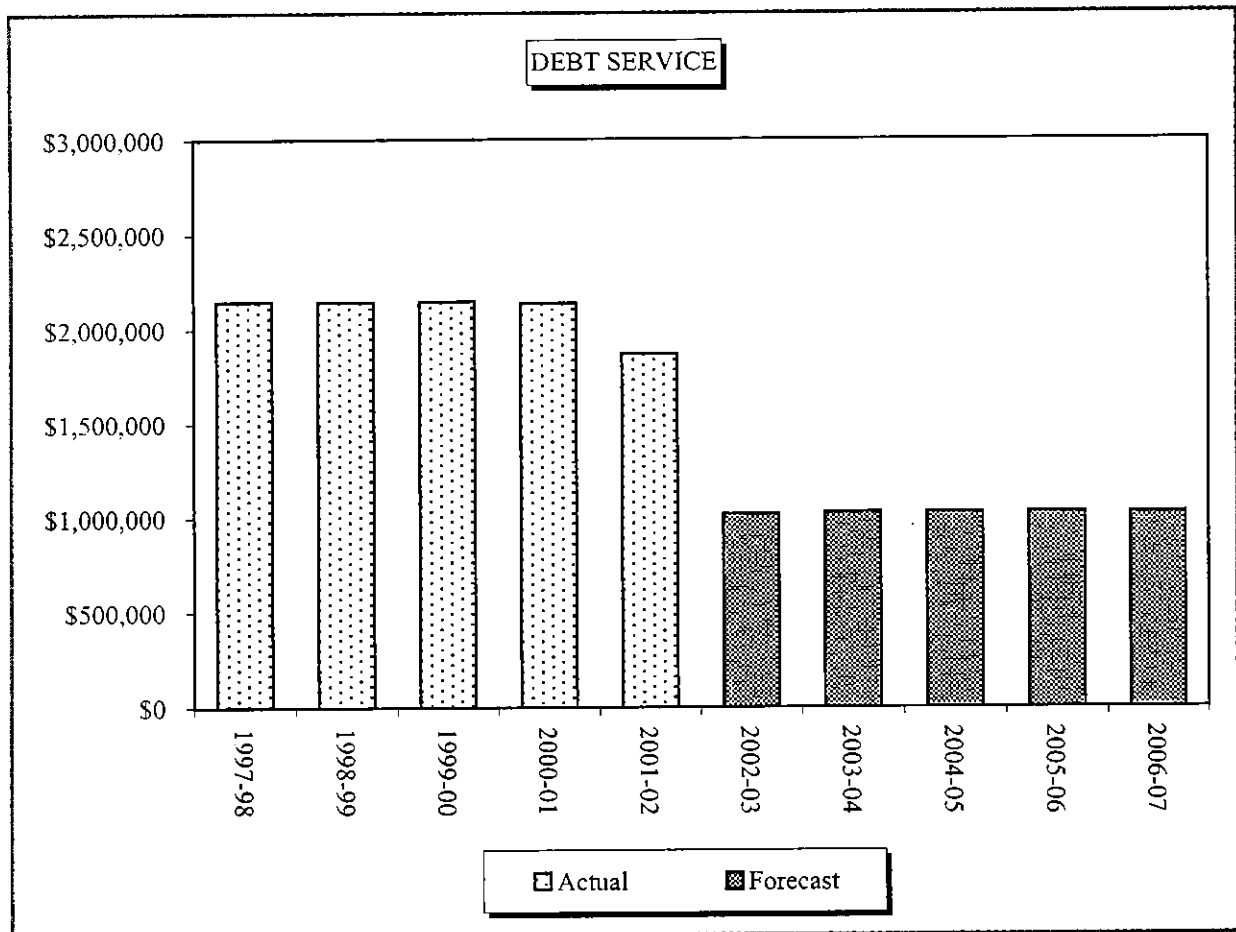
City Hall/Center for the Performing Arts: In Fiscal Year 1988-89, the City issued debt to fund the construction of a new City Hall building and Center for the Performing Arts. The City refinanced this debt in Fiscal Year 1992-93, reducing annual debt service payments an average of \$230,000 and a total savings of approximately \$5.5 million over the life of the debt.

The Council approved the allocation of \$5.0 million from the Fiscal Year 1999-2000 General Fund carryover and \$5.0 million from the Fiscal Year 2000-01 carryover to call a portion of the outstanding General Fund bonds.

FORECAST

City Hall/Center for the Performing Arts: The \$10.0 million bond call and refinancing completed in August 2001 reduced the ongoing General Operating Fund debt service obligation by approximately \$1.1 million annually. This annual reduction in debt service expenditures is reflected in the expenditure forecast.

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<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1997-98	2,148,000	(20.7%)
1998-99	2,144,000	(0.2%)
1999-00	2,145,000	0.0%
2000-01	2,135,000	(0.5%)
2001-02 *	1,868,000	(12.5%)
2002-03 **	1,018,000	(45.5%)
2003-04	1,027,000	0.9%
2004-05	1,025,000	(0.2%)
2005-06	1,027,000	0.2%
2006-07	1,024,000	(0.3%)

* Unaudited

** Adopted